



An Affordable Housing Solution for Low Income Single Residents

*Single Resident Occupancy (SRO)
Housing in Fairfax County, Virginia*

*Fairfax County SRO Task Force
Final Report - July 2005*

Second Printing - April 2006



Private Non-Profit Agencies & Service Providers

Arlington County Community Services Board

Brain Injury Services

Catholic Charities Diocese of Arlington

Catholics for Housing

Christian Relief Services, Inc.

Community Collaborative on Homelessness

FACETS

Faith Communities in Action

Good Shepherd Housing & Family Services, Inc.

Lutheran Housing Services, Inc.

More Housing Now

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Sunrise Assisted Living

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Virginia Coalition for the Homeless

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Wesley Housing Development Corporation

Wings

Organizations Providing Technical Assistance

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Fairfax Area Disability Services Board

Department of Housing & Community Development

Department of Planning & Zoning

Department of Public Works & Environmental Services

Facilities Management Division

Land Acquisition Division

Department of Systems Management for Human Services

Community Interfaith Liaison Office

Donohoe Companies

Fairfax-Falls Church Community Services Board

Virginia Housing Development Authority

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The SRO TASK FORCE represents a unique and creative collaboration between the public and private sectors in Fairfax County, Virginia. Ideas and support came from many friends and participants. However, special acknowledgement for those who contributed much of their time, expertise, and determination to this endeavor, are further recognized.

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Advocates for our neighbors who are homeless include Pam Michell, Sue Capers, Sheri Link, and Ambassador Josiah Beeman who all became strong voices in the community supporting SRO development. They provided testimony and media interviews, attended public forums and advocacy meetings, and dialogued with elected officials, other advocates, and the faith community.

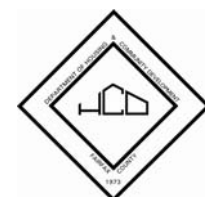
Excellent support and participation came from: Department of Housing and Community Development staff John Payne and Louise Milder; Zoning staff Maggie Stehman and Donna Pesto; Facilities Management Division staff Luis Lopez and Diana Wolfrey; Department of Systems Management for Human Services staff Margo Kiely, Michelle Gregory, Sandy Chisholm and Bill Macmillan; and from Mike Hatfield of the Disability Services Board for contributions on Universal Design. And thank you to our friend in Richmond at VHDA, Bill Fuller, who provided guidance throughout the process.

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Dear Housing Advocate:

Over the past 15 years the cost of housing has risen dramatically. The average home purchase in Fairfax County is now in excess of \$550,000. An entry level apartment for a single person costs more than \$1,000 a month but a single person earning minimum wage makes \$824 a month. Supplemental Security Income (SSI) benefits are \$569 a month for an individual. General Relief benefits are \$220 a month. Subsidized housing programs such as the Housing Choice Voucher (Section 8) and Public Housing are handicapped from keeping pace with applications by decreasing rates in federal grants and increased competition for housing stock.

Beyond the human toll that the housing crisis takes on citizens of limited financial means, their plight has a strong effect on the community at large. The Department of Housing and Urban Development (HUD) now places special focus on the “chronically homeless,” a group that comprises 10% of the homeless population, but require over 50% of the resources dedicated towards service, just to maintain their survival. This does not include additional costs accrued by the community for repeated detoxification, psychiatric intervention, police intervention, incarceration, processing and legal activities. Perhaps the biggest burden is borne by the health care system, as the homeless display difficulty in practicing preventative measures and maintaining proper care for chronic medical conditions. Neglect leads to severe symptoms, often resulting in transport by EMT to a hospital for admission through the emergency room, a very expensive regiment.

The cost of housing a person in their own efficiency apartment is commensurate to that of placing him or her in a shelter. Experience strongly suggests that an individual in stable housing is far more likely to maintain his or her health and sobriety, participate in services available in the community, and acquire steady employment. This is the reason the SRO (single resident occupancy) housing model has been so strongly championed by HUD and has been adopted by many municipalities across the country.

The intrinsic strength and flexibility of the SRO housing model has attracted consumers, providers, advocates, the faith-based community and developers here in Fairfax County, to collaborate and partner in pursuit of development possibilities. An opportunity now exists to implement a cost-effective long-term solution.

This opportunity to obtain the dignity of independence, and the chance for achievement that stability supports in the life of the single individual, has been received with cautious optimism by the many working poor and citizens with disabilities that have been interviewed regarding this project. They are grateful for the effort, but many are accustomed to housing being beyond their reach. They well know that their chance at security lies beyond good wishes alone. The work of the SRO Task Force illustrates how a group of concerned individuals from diverse livelihoods can explore and initiate a feasible solution to a serious social problem in the community. Structured as an informational toolkit, the Final Report from the SRO Task Force is intended to educate residents and encourage them as a community to take pragmatic steps toward ending homelessness.



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The definition of an “affordable efficiency” unit as defined by a local developer:

A very small and thereby lower cost apartment situated within close proximity of public services, designed to serve single adults, with density and parking requirements reasonably commensurate with actual needs.

“Affordable efficiency” units could serve a broad range of tenants/purchasers that are well suited to a very small apartment, including any or all of the following single individuals:

- Seniors
- Students
- Young people
- Service workers
- Adults in transition
- High income adults
- Middle income adults
- Lower income adults
- Formerly homeless adults
- Adults with disabilities



Introduction

Affordable Housing for One Single Resident Occupancy (SRO)

In the Northern Virginia region, housing prices have escalated far beyond the means of many residents earning low wages, or those limited to disability income. The 2003 U.S. Census survey estimates that in Fairfax County over 10,000 individuals/households earn less than \$10,000 annually. Particularly for sole income individuals, acquiring any housing option is “***Out of Reach***,” as documented in the National Low Income Housing Coalition publication summarizing 2004 housing wage data further described herein. A person earning \$5.15 per hour (in 2004) can afford a monthly rent of no more than \$268, according to the analysis. Renting an efficiency or one bedroom apartment in Fairfax County, using Fair Market Rent data, is \$915 and \$1,045 respectively per month. This ongoing housing crisis has troubled many in the community, particularly those providing services to the growing number of people who are homeless, people with disabilities, and those advocating for low wage earners. In Fairfax County, the study of one housing solution – Single Resident Occupancy – began in February 2003 with the creation of the SRO Task Force.

Creation of the SRO Task Force

For many years, housing advocates and service providers shared the belief that the development of small efficiency apartments would offer a viable solution, by providing affordable housing with dignity to low income residents. Sometimes called SRO, single room occupancy or single resident occupancy, it is recognized as an endorsed housing option by the U.S. Department of Housing and Urban Development (HUD) and it has successfully been developed in many urban and suburban areas throughout the country.

In Fairfax County, late in 2002, staff from the Fairfax-Falls Church Community Services Board (CSB) began to dialogue with other county agencies including the Departments of Family Services (DFS), Housing and Community Development (DHCD), and Systems Management for Human Services (DSMHS) about the concept of establishing a task force to look more closely at the SRO housing model. CSB and DFS staff began to facilitate an active community-wide working task force, and recruit affordable housing development organizations, homeless

shelter operators, social service advocates, the faith community, land use and zoning officials, and various community representatives involved with real estate, building, land acquisition, financing, and the hotel industry.

SRO Task Force Process

The Task Force members agreed to study the issues related to the SRO housing model for up to two years, while simultaneously encouraging working partnerships among community groups. Four work groups to examine specific components of SRO development were established, including: *Zoning and Land Use, Financing and Funding, Marketing and Integration, and Tenancy and Support Services*. Members visited existing SRO housing units in Fairfax County, Richmond, Baltimore, Washington, and Montgomery County. Operators of SRO housing were interviewed about their strategies for developing this type of housing. Additional research was reviewed and focus groups with residents at homeless shelters were conducted that verified the need and the interest of potential tenants. Learning about the success in other communities led to a serious commitment among task force member organizations to strongly advocate for the SRO housing option. The opportunities as well as the obstacles for SRO housing were discussed and a set of recommendations was written to address them.

Lack of Affordable Housing Defined as a Community Crisis

Chairman Gerald Connolly of the Fairfax County Board of Supervisors pledged his leadership for the preservation of affordable housing as a priority need of the Fairfax community, and late in 2004, he appointed an Affordable Housing Preservation Action Committee that released its recommendations to the Board and the community in January, 2005. The work of the SRO Task Force was culminating simultaneously, with many of its recommendations consistent with those of the Preservation Committee. Developers serving on the SRO Task Force believe that in addition to adaptive reuse and renovation projects, the option of new construction must be incorporated into any affordable housing preservation strategy, in order to effectively address the extreme supply and demand imbalance in the community.

Recommendations

The recommendations following the two-year study are detailed within this report and are presented to Fairfax County citizen groups, the faith community, elected officials, and other community members with the goal of opening the door for continued discussion and active development of this affordable housing model for single individuals in our community.

The key recommendations address zoning changes, identification of county land and reliable funding sources, streamlining the development process, mobilizing community support, and collaboration among public and private sector organizations. The research concludes that this housing model is viable, and has a proven track record as an important housing option as evidenced by success with the local SRO, Coan Pond Residences for Working Singles, and by the many other projects located throughout the region.

This report summarizes project development information for several successful models of SRO housing with prototype construction including the use of a former hotel, construction in an office building shared with commercial uses, renovation and conversion of schools and other public facilities, and the option of new construction on vacant land. The architecture and floor plans of the many extended stay hotel suites in this area represent another design option that is well integrated into the community.

A Call to Action for SRO Development

Community Leadership

Fairfax County currently has land assets to offer in partnership with non-profit affordable housing developers for production. This will occur with the leadership of the Board of Supervisors, and the Fairfax County Redevelopment and Housing Authority (FCRHA) and the commitment of the private sector. A thorough review of all publicly owned land is underway as directed by the Board Chairman, and this inventory will allow for planning viable options for housing production throughout the county.

SRO housing, and the urgency to develop it in Fairfax County, is a primary goal in the County's 10-Year Strategy to End Chronic Homelessness, a planning document required by HUD in the Continuum of Care process to ensure a coordinated effort for addressing homelessness. Fairfax County's Council on Homelessness publicly endorses the development of SRO housing and recommends the use of local resources to provide a portion of the funding needed to develop and operate SRO housing.

Community Commitment

The SRO Task Force and its participating developers, advocates, and service providers, will continue to work with other existing coalitions and alliances and the faith community to ensure that community support is organized, and that planning and development of SRO housing becomes a reality in the region. Through networks such as the Community Planning Collaborative on Homelessness, the Northern Virginia Housing Alliance, VIC (Ventures in Community), the Faith Communities in Action, and the many Boards, Authorities and Commissions who have identified affordable housing development as a key concern, the collaborative work will be focused on results.

Community Workforce

The SRO Task Force emphasizes the importance of attention being given to the lowest paid workers in the community when affordable housing resources are identified and allocated. The workforce includes those low wage earners who support the fabric of the community through hourly work serving food, mowing lawns, cleaning buildings, selling merchandise, caring for our children, caring for our elderly in nursing homes, and providing clerical support to the important businesses in the community. The Fairfax community is rich with diversity, and blessed with economic abundance that must be shared by all of its neighbors to ensure a “safe and caring community,” a stated vision concept of Fairfax County.

Community Acceptance

The “NIMBY” (Not In My Backyard) response from neighbors near proposed sites is a predictable, early, and inevitable phase during the process of any affordable housing development. Community acceptance is easily achieved with well sited projects, attractive architecture, and qualified landlord sponsors. When projects become identified by specific address, the community advocates will voice their support to counter any early resistance from neighbors and will gain community acceptance by following best practices and by providing a resource to the citizens who support the work and life of the general community. Further training in working with communities is advised for all involved in the work of affordable housing development and is addressed further in the chapter on *Building Community Acceptance* as part of this report.

Comments

Please review this report carefully which is developed to be an instructive tool for your future work and support of affordable housing development. Remember that the housing needs of people who live alone may include members of your family, your neighbors, as well as other members of our rapidly growing community. Members of the SRO Task Force describe an energy and momentum unlike any felt in recent years that has ignited the movement to respond to our community’s greatest housing crisis – AFFORDABILITY.



Vision

The Northern Virginia community will develop appropriate housing for single individuals that is affordable, accessible, attractive, and available to provide safe housing options to a broader range of residents, regardless of their economic standing and physical or mental disability.

Mission

The Single Resident Occupancy (SRO) Task Force actively promotes and supports the development of affordable studio apartment units for single resident occupancy throughout Fairfax County to address the critical housing needs of single adult citizens who have limited income, have been homeless, or have a disability affecting personal income and need for support services.

Values

Affordable: The housing units will be available to persons who are very low income earning less than minimum wage. Project-based and housing choice vouchers and other subsidies will be utilized as available.

Accessible: The concepts of Universal Design and Visitability will be applied in the design of housing units to allow for accommodations for persons with aging or mobility issues, or other disabilities, including mental, physical and sensory.

Attractive: This housing model will be designed aesthetically, and be fully integrated into the local community design, like other multi-family housing units. The individual units will be designed to accommodate the privacy and comfort of the individual resident, with additional modifications as requested by any resident with a special need related to his or her disability.

Available: Project sponsors will define the population served with a high priority for people who have been homeless or who have a disability affecting their affordable housing choice. Housing developments will be located throughout Fairfax County, allowing for geographic choices related to various employment opportunities and/or services chosen by the resident.



SRO Housing: A Key Solution

Securing housing in Fairfax County that is affordable, accessible, attractive, and available is particularly difficult to acquire for the single, low income, and homeless segments of the population. While the job market is strong, the annual income for even some of the most respected professions in our community is not enough to allow them to live in Fairfax County. The National Low Income Housing Coalition indicates that the Fair Market Rent (FMR) for a one-bedroom apartment was \$1,045 in 2004 and the annual income needed to afford to live in a one-bedroom apartment was \$41,800.

	Fair Market Rents (FMR) by Number of Bedrooms	Annual Income Needed to Afford Housing based on FMR	Hourly Wage Needed to Afford Housing (@ 40hrs./wk.)	Work Hours per Week Necessary at Minimum Wage to Afford Housing (minimum wage = \$5.15)
Zero Bedrooms	\$915	\$36,600	\$17.60	137
One Bedroom	\$1,045	\$41,800	\$20.10	156

The challenge to find affordable housing is even greater for low income and homeless persons. For these segments of the population the list of viable options is even more limited. Many end up on the streets or in a chronic state of homelessness. The annual 2005 Point-in-Time Survey identified a significant number of chronically homeless single individuals in Fairfax County. Eight hundred single individuals were identified as homeless and 33 percent of them were chronically homeless. In addition, the large majority of homeless individuals, 80 percent, suffer from disabling conditions including mental illness, chronic substance abuse, or a combination of both. Successfully addressing such health problems requires a consistent treatment plan. This is particularly difficult if one's housing situation is unstable and in a constant state of transition. Fulfilling the housing need is one initial step towards solving the problem.

The SRO housing model allows for the opportunity to provide residential stability to individuals who otherwise would be unlikely to achieve that goal. Success of the HUD-endorsed 'housing first' model in many jurisdictions across the nation demonstrates the value of residential stability for individual adults. Use of the SRO model facilitates implementation of the 'housing first' approach, a strategy that recognizes the importance of securing stable housing as the initial step in the individual's journey toward achieving self-sufficiency.

Residential stability drastically reduces stress and uncertainty in an individual's life, allowing him or her to pursue other goals such as permanent employment, increased skills, and improved personal well-being. For individuals experiencing homelessness, the SRO housing model provides a safe and decent living arrangement and a chance to live a relatively independent life. For individuals who may need support services, the SRO model provides the flexibility to incorporate the delivery of services on-site.

“Service-enriched” SRO models can provide an efficient, reliable way for needed services to be provided to potential SRO residents, individuals who likely may already be receiving services at various locations in the community. As communities move increasingly toward the provision of home-based services and community treatment models, meaning individuals receive services within the environs of where they reside, the SRO model allows the individual resident to consistently receive services he or she needs in the comfort of a familiar and stable setting.



One particularly attractive element of the SRO model is its appeal to potential residents. The privacy provided to the individual that is inherent in the SRO model is important not only to individual adults on a personal level, but adds increased stability by achieving a reduction of potential increased stress and tension caused by constant and ongoing interaction with others. Yet simultaneously, the clustering of efficiency-sized units that characterize the SRO model, promotes opportunities for socialization.



Tenant Responses

When asked directly, 80 individual adults experiencing homelessness in the Fairfax area, clearly embraced the SRO model as a preferred living arrangement. The interviewees acknowledged the benefits of residential privacy and many claimed that the responsibility of independent living is more achievable in an SRO setting since managing oneself (such as fulfilling one's own rental obligations), is easier than grappling with potentially negligent behaviors of others, which may unavoidably happen in shared living situations. According to those interviewed, the actual size of the SRO unit was unimportant, while the safety and privacy the model offered were the characteristics they highly valued. Only a few of the

individuals interviewed possessed cars (only 4%) so proximity to public transportation, as opposed to ample vehicle parking space, is a factor important for the success of SRO projects in Fairfax County.

SRO housing is a proven solution that has been successful in many communities across the country to provide safe, affordable housing for single, low-income adults. SROs represent a form of independent living in which individual units are comparable in size to a small efficiency apartment or extended stay hotel suite. In Fairfax County, SRO units could provide housing for a variety of residents, including entry level or service industry employees, the elderly and people with disabilities who have limited fixed incomes.

SRO Housing Types



SRO interior units are usually 200-400 square feet. They may contain a kitchenette or be designed with shared kitchen facilities. Most often SRO housing models include a private full bathroom for each unit as well as limited storage. Common space, such as a lobby area, laundry facilities, a recreation room, or a library may be shared and available to all residents. Although SRO units are physically small, SROs have been successful because they offer personal living space that is both safe and affordable. SRO models generally fall into three categories.



The first category is Adaptive Reuse:

Adaptive reuse refers to the renovation of a building that has had a former use. Examples of structures that may be converted to residential units include, but need not be limited to: former hotels, schools, hospitals, warehouses, prison buildings, retail space, and theatres. The Seneca Heights Project in Gaithersburg, Maryland represents this type of model with the conversion of a hotel to residential housing.

The second category is Rehab and Revitalization:

An apartment building that needs major rehab and renovation may certainly be renovated and used for SRO housing units. A structure that has become run down and needs to be repaired and renovated can become a neighborhood asset and support community revitalization efforts. Nation-wide, HUD has continuously funded projects that include plans for substantial renovation with the goal of producing improved individual housing units.

The third category is New Construction:

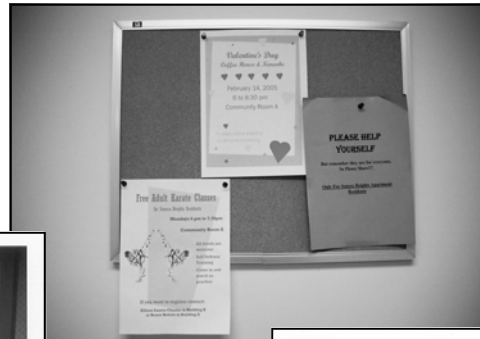
New construction of housing units may be a building with efficiency apartments, a structure similar to an extended-stay hotel suite, or construction within the walls of a commercial space such as the Coan Pond Residences' model in Fairfax. Newly constructed units can be co-located with other uses, and by definition, offer the advantages new construction can provide, such as improved building materials and more cost efficient accessibility design.

No matter which kind of architectural SRO model is pursued, the concept of ***universal design*** should be considered and incorporated into the project to the extent possible. Universal design is an approach to the development of – in this case, housing – that can be used effectively by anyone without need for adaptation or specialized design. It is an inclusive process aimed at enabling everyone to experience the full benefits of their environment, regardless of age, disability, or size. In the arena of residential construction, universal design elements strive to be unobtrusive and reduce the need for design modifications later when an individual resident's abilities and circumstances may change. This can be accomplished in several ways, such as barrier-free entrances and the absence of steps. (See Appendix L, *Universal Design*).

***Encouraging communication
provides a sense of community
among residents.***



***Built-in security enhancements help
ensure a safe, secure environment.***



***An accessible
roll-in shower
highlights the
universal de-
sign concept.***





Zoning and Land Use

Providing land for SRO development is critical to making Single Resident Occupancy (SRO) housing viable as an option to meet the housing needs of very low income single adults in Fairfax County. In addition, some revisions to the Fairfax County Zoning Ordinance need to be written to facilitate SRO development.

Fairfax County has a limited supply of undeveloped land. Land that is vacant often has high development costs or may not be suitable for SRO development due to location or environmental constraints. Further, the cost of vacant land and redevelopment sites in the County is extremely high. The key criteria for determining the suitability of a site for an SRO development include access to public transportation, job opportunities, and support services if necessary.

To facilitate SRO development, Fairfax County must be a proactive partner in the development process. One important way to do this involves making appropriate County owned sites available for development with little or no associated cost. Some land in public ownership is no longer needed for the purpose it was originally intended, whether for a school or other public use. Appropriately sited parcels, consistent with the Comprehensive Plan guidelines and compatible with the surrounding neighborhood or community, should be made available for SRO development. These sites could be granted to the developer or the County may retain ownership of the site via a long-term land lease. **The SRO Task Force recommends that a process for the review of the inventory of all publicly owned land be established so that land suitable for SRO development can be identified and made available for SRO development.**

For example, Fairfax County acquired over 2,400 acres at the former Lorton prison site, now known as Laurel Hill. One of the conditions of the acquisition involved the adaptive reuse of the buildings on the site by nonprofits, a condition that lends itself to consideration of SRO development on a portion of the property. **The SRO Task Force urges the Fairfax County Board of Supervisors to utilize currently available public land by planning for the inclusion of an SRO project in the development of the Laurel Hill property.**

Co-location with other County facilities is another option for SRO developments. An excellent example of this is Coan Pond Residences, an SRO that occupies a portion of the building headquarters of the Fairfax County Redevelopment and Housing Authority / Fairfax County Department of Housing and Community Development. **As recommended by the Fairfax**

County Board of Supervisors, the SRO Task Force endorses the concept of co-developing or co-locating SRO projects with County facility construction and renovation projects.

Revisions to the Fairfax County Zoning Ordinance are needed to facilitate SRO development. In accordance with current zoning regulations, SRO housing may be developed as multi-family housing in residential zoning districts or as a hotel/motel in certain non-residential zoning districts. SROs are multifamily housing if they are efficiency apartments and hotels if they lack either kitchens or baths in individual units. Since an SRO might contain both characteristics, it could be difficult to classify in the current Zoning Ordinance. The Ordinance does not offer clear guidance to the appropriate location, floor area ratio (FAR), height, parking requirements or density of SRO housing.

The zoning of a site or property includes far more than the zoning district and the uses that are allowed in that district. Zoning also sets forth the bulk regulations, including the maximum building height, the maximum number of dwelling units per acre for a residential site or FAR for a non-residential site, yard and open space requirements, and the minimum amount of required parking, among other items. As a result, zoning influences not only the location but also the site area required for a development.



One model of SRO housing provides complete efficiency/studio dwelling units, which would include a living area, kitchenette and bathroom, and might include common areas for residents and space for administrative and/or support services. Since this model conforms to the Zoning Ordinance definition of a dwelling unit, such SRO housing could be developed as multi-family dwellings. As multi-family dwellings, SRO housing may be allowed by right in the R-12 though R-30 residential districts, and when shown on an approved development plan, in the residential portion of a planned development district.

Treating SRO housing like other multi-family dwellings has some drawbacks. Parking requirements in multi-family dwelling zones may be in excess of what is needed for the residents of SROs since they tend to have far fewer automobiles than the general population. Therefore a reduction in parking requirements for SROs may be appropriate. The Zoning Ordinance limits the number of units that can be developed based upon the size of the parcel. Since an SRO unit is smaller than a one bedroom apartment, the number of SROs appropriate to be developed on a given site should be governed by FAR rather than unit numbers. Finally, multi-family dwellings are not permitted in non-residential districts, yet SRO development can be appropriate in some non-residential districts.

Allowing SRO housing, a single use, to be permitted through interpretation as multi-family dwellings in the residential districts, and as a hotel in certain non-residential zoning districts, does not offer clear zoning guidance. SRO Housing that is developed as a “hotel” may be allowed in the C-7, C-8, and C-9 commercial districts by right, in the C-3, C-4, and C-6 commercial districts and the I-2, I-3, I-4, and I-5 industrial districts with special exception approval and in the PDC, PRC, and PRM planned development districts when shown on an approved development plan. SRO housing should be identified as a single use in the Zoning Ordinance, allowed in specified zoning districts subject to appropriate use limitations. For this to occur, an amendment to the Zoning Ordinance is necessary, and prior to the release of this report, action has already been taken by the Board of Supervisors, meaning, **the SRO Task Force recommendation that the Fairfax County Board of Supervisors direct the Department of Planning and Zoning to develop a Priority One amendment to the Zoning Ordinance enabling development of the SRO housing model in Fairfax County**, has already been acted upon.

Additionally, to promote SRO development, **the SRO Task Force recommends that the development process be “green-taped” or streamlined so as to reduce obstacles and expedite the Fairfax County plan review and permitting processes.**



Financing and Funding

A combination of federal, state, local, and private resources will be necessary to support SRO development. While there are a variety of existing sources of funding, federal funding may not be available in the future, and no one source of funding can meet the entire development cost, so gaps exist. Flexible local funding will be essential for successful SRO development in Fairfax County. In addition to funds for development costs, funding for on-going operational costs will be necessary to support any service needs that may be offered to SRO residents.

At the federal level, sources include the Community Development Block Grant program (CDBG), the Home Investments Partnerships Program (HOME), the Housing Opportunities for Persons with AIDS program (HOPWA), Supportive Housing for the Elderly (Section 202), and the Supportive Housing for Persons with Disabilities (Section 811) programs as well as programs in the Department of Housing and Urban Development (HUD) Continuum of Care structure, including, the Supportive Housing Program, the Section 8 Moderate Rehabilitation Single Room Occupancy Program, and the Shelter Plus Care Program. The Federal Home Loan Bank offers the Affordable Housing Program. Significant cuts or termination are proposed for many of these programs in the proposed FY 2006 federal budget. While they are available today, their availability and level of funding in the future is questionable.



Another key source of funding is the Low Income Housing Tax Credit program, a federal program allocated on the state level. Other state programs include Virginia Housing Development Authority's (VHDA) Sponsoring Partnerships and Revitalizing Communities (SPARC), and bond financing, as well as the Virginia Department of Housing and Community Development's Commonwealth Priority Housing Fund. On the local level, funds are available through the County Housing Trust Fund, the Affordable Housing Partnership Program and the Consolidated Community Funding Pool.

While this listing is substantial, it provides funding for all affordable housing needs and is quite inadequate to meet the considerable demands placed upon it. To supply secure funding for

SROs, the Fairfax County Housing Trust Fund must be significantly increased in scope and augmented on an annual basis. **The SRO Task Force recommends that the Fairfax County Board of Supervisors identifies a dedicated source of funding to provide revenue annually to the Fairfax County Housing Trust Fund for the development of SRO projects.** Prior to the release of this report, the Board of Supervisors has in fact identified a dedicated source of funding to support affordable housing, by passing the “one-penny tax” as specifically recommended by the Affordable Housing Preservation Committee.

Even with the grants and below-market financing referenced above, SROs could have operating costs that exceed the amount that very low-income residents are able to pay. Many potential SRO residents may be eligible to receive Section 8 Housing Choice Vouchers to help bridge the gap between the rent and what they can afford. In recent years, Fairfax County has made some of its Section 8 housing choice vouchers available as project-based subsidies. When project-based subsidies are available in multiyear contracts, the guaranteed income stream can help secure private financing. However, Section 8 is also under funding attack and its long-term future is presently not clear. Nevertheless, **the SRO Task Force requests that the Fairfax County Redevelopment and Housing Authority (FCRHA) maximize use of project-based subsidies for SRO development projects.**



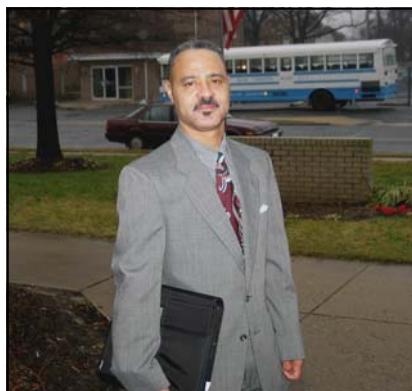
A front lobby serving as the sole entrance to an SRO, provides the opportunity to monitor all tenant 'comings and goings.'

In an SRO, a common kitchen/dining facility may be in place of, or in addition to, individual kitchenettes.





Tenancy and Support Services



SROs are an appropriate housing model for any single individual with limited income, as rents are lower than other housing options, although SRO residents pay rent and follow terms of a lease agreement as would be expected in any tenant/landlord arrangement. SROs may operate in a very structured manner and offer needed services to challenged populations, such as people who have been homeless. Currently, many of the resources contributed by communities to deal with the problem of homelessness, are spent on a relatively small percentage of single adults who seem unable to gain or maintain independent housing situations, but

instead cycle continuously back into emergency shelters, or live in substandard circumstances such as camping in the woods or sleeping on the streets or in abandoned vehicles.

University of Pennsylvania's Dennis Culhane studied homeless populations and came to the conclusion that 10% of the homeless population tends to use over 50% of the resources. This group, whom he labels as the "chronically homeless" show a high amount of recidivism, and are far more likely to be characterized by substance abuse and/or mental illness than the other 90% of the homeless population. Homeless shelters, once a safety net, have become a very costly form of permanent housing; a chronically homeless person spends an average of two years in emergency shelter. Additionally, further costs accrue to the community through the use of psychiatric hospitals, detoxification centers, hospital emergency rooms, and community jails; none are cost-effective ways to provide housing.

Philip Mangano, head of the Federal Interagency Council to End Homelessness, has challenged local jurisdictions to break this cycle of recidivism by offering 'housing first' to the chronically homeless (defined by HUD as single individuals who have a disabling condition and have been homeless for more than a year, or four times within the past three years). Besides addressing the visible and obstinate concern of chronic homelessness, providing stable housing for these individuals would allow the existing system of shelter related services to then better avail itself to the remaining 90% of homeless persons who would more likely transition to full residential independence.



The long-term cost benefits associated with housing chronically homeless individuals are more likely to be realized when accompanied by advocacy efforts to develop community support, political will, and financial resources. Assistance to residents of an SRO may come in many forms, including rental subsidies, career skills training, and needed supportive or therapeutic services. Assistance may be provided by professional staff, members of the faith community, or by individual volunteers in the community. Participation in such activities may occur out in the community or at the SRO facility.

All of the regional SRO programs visited by task force members have supplemented the normal operational staff with in-house supportive counseling, generally a full-time social worker. While the 'housing first' philosophy emphasizes both the voluntary nature of resident participation with services, as well as the desirability of providing residents with the availability of mainstream services, there is an obvious advantage to offering support services to the residents on the premises.



Important support for those residents in SRO housing should come from both outreach service providers, who are expected to play a major role in assisting clients to apply for entrance to an SRO, as well as from intensive case management staff, who can supply regular on-site case management and therapy. A strong case can be made for at least one SRO in Fairfax County to be developed in conjunction with any new human services office site location (or re-location), in order to facilitate de facto support.

Much discussion has taken place in regards to the problem of substance abuse and housing. None of the SROs task force members visited allowed the possession or use of illegal drugs or alcohol anywhere on the premises. This is an important issue that may be addressed as specific SRO sites approach feasibility. However, it is hard to imagine a situation where an organization such as AA would not be welcome to hold on-site meetings. Residents of SROs respect and appreciate the implementation of a drug-free/alcohol-free policy, as it ensures safety and provides an appropriate environment for anyone in recovery from substance abuse.

Other volunteer organizations, such as those from the faith based community, could play a most valuable role in providing support and opportunity to the residents of an SRO. In Fairfax County, experience with both shelters and community drop-in programs have been that various community organizations have enthusiastically supplied any number of important services, once they became aware of possible needs that they could help meet. (*See Appendix I, Principles of Supportive Housing*).



Building Community Support

SRO housing can be successfully developed and meet a well documented housing need for single adults in Fairfax County, just as it has throughout the country in both urban and suburban areas. This section will summarize key issues related to building community acceptance for the SRO model, and will describe the active local network of community support that has been identified in response to the critical housing shortage faced by low income residents.

For many years, affordable housing projects have been very successfully integrated into communities throughout the country in spite of initial fears from local residents. In the development of housing projects, there is almost always a phase of community reaction when neighbors and local civic associations voice concern about possible negative impacts from bringing more people and cars into the neighborhood. Often referred to as **“NIMBY” Not In My Backyard**, this typical and early community reaction has become a predictable phase for many residential and commercial projects as they represent change. Negative stereotyping of low income individuals and/or those with disabilities often receives more community attention than do the benefits of needed housing.

Because of NIMBY, agencies and organizations that hope to develop affordable housing can be intimidated by the anticipation of negative community reaction. The SRO Task Force mobilized several community networks and advocacy organizations and collected names and contact information with pledges of support for future projects to ensure that the NIMBY phase is buoyed by vocal support from the community. When good community planning is undertaken throughout the development and operations of the project, NIMBY is only an expected phase of the process and not a permanent reaction. Also, it is helpful to understand that “the Community” includes those who need the housing, not just those who may initially oppose a particular project.

The Task Force’s study of the development of SRO affordable housing projects in other communities revealed it to be a common occurrence that communities initially voice concern, but later accept housing developments. In Richmond, two SRO housing projects for people who were formerly homeless initially were met with strong opposition. Yet after a short period of time that incorporated dialogue with the community, revitalization of the property, and plans for a well-run housing program, opposition turned quickly to acceptance, and the buildings became assets to the community and continue to provide much-needed housing to residents in need. Research strongly supports that the addition of affordable housing to a community does not negatively impact the property values or the safety of the neighborhood.

Key factors for good community planning include:

- *Anticipating a “NIMBY” response*, and training project sponsors and advocates to develop public information strategies when communicating with media and neighbors as projects are sited. Websites listed in Appendix E to this report provide very specific suggestions for developing affordable housing projects. Actively working to build community acceptance by providing training for advocates, elected officials, civic associations, and others, builds a coalition of support that is needed prior to undertaking site specific activities.
- *Carefully selecting a site* and acknowledging that the SRO housing model is compatible with both multifamily residential areas and commercial areas where office space, hotels, or industrial space may exist. Community revitalization efforts can incorporate the SRO housing model into mixed-use commercial/residential areas. Close proximity to public transportation is imperative for some tenants, limiting sites to main transportation corridors.
- *Designing a project that is architecturally compatible* with the neighboring community. Through renovation or revitalization efforts, an existing building can become an asset to the community. Nearby neighbors may be invited to participate in a review of building plans and be given the opportunity to comment on design and other issues during the planning stages that could positively impact the project and be beneficial to both the tenant community and neighbors.
- *Defining the community to include everyone*, not just those who may oppose affordable housing at a specific location. This includes low income residents who do want this type of housing, those counted in the Annual Point-in-Time Survey of homeless individuals (currently 800 single adults) and those who have given their names to the Fairfax County and Redevelopment Housing Authority as in need of housing assistance.
- *Meeting neighbors and mobilizing those in support* to attend land use and community meetings. When any change is to occur, community interactions are often not positive. When neighbors are notified about potential projects, sponsors should involve advocates and supporters to offset negative reaction. Invite neighbors who were associated with similar projects to attend community meetings and share experiences.
- *Carefully planning the ongoing or program operations* of an SRO project in the early stages. Consideration should be given to the potential service needs of tenants, rules that will be needed to ensure a safe environment for the tenant community, and how any problems or potential conflicts might be resolved among community members.



From Emergency Shelter to Stable Housing

A Positive Transition for Everyone

EMERGENCY SHELTER



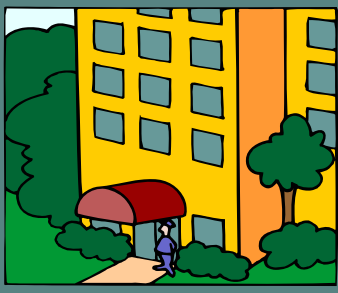
STABLE SRO HOUSING





Appendix

- A. Task Force Recommendations*
- B. SRO Development Summary of Options*
- C. Task Force Community Education Materials*
- D. Benchmarking: SRO Projects in Virginia, Maryland, and Other States*
- E. Website Resources*
- F. Average Rent in Fairfax County vs. Amount Wage Earners Can Afford*
- G. Out of Reach 2004*
- H. SRO Financing Resources*
- I. Principles of Supportive Housing*
- J. Strategies for Developing Support for Affordable Housing*
- K. Managing Opposition to Affordable Housing*
- L. Universal Design*
- M. Council on Homelessness Annual Message*
- N. Ten-Year Plan to End Homelessness*
- O. Fairfax County Zoning Ordinance Information*
- P. SRO Support Network: Directory of Community Support and Technical Assistance*
- Q. Media Coverage*



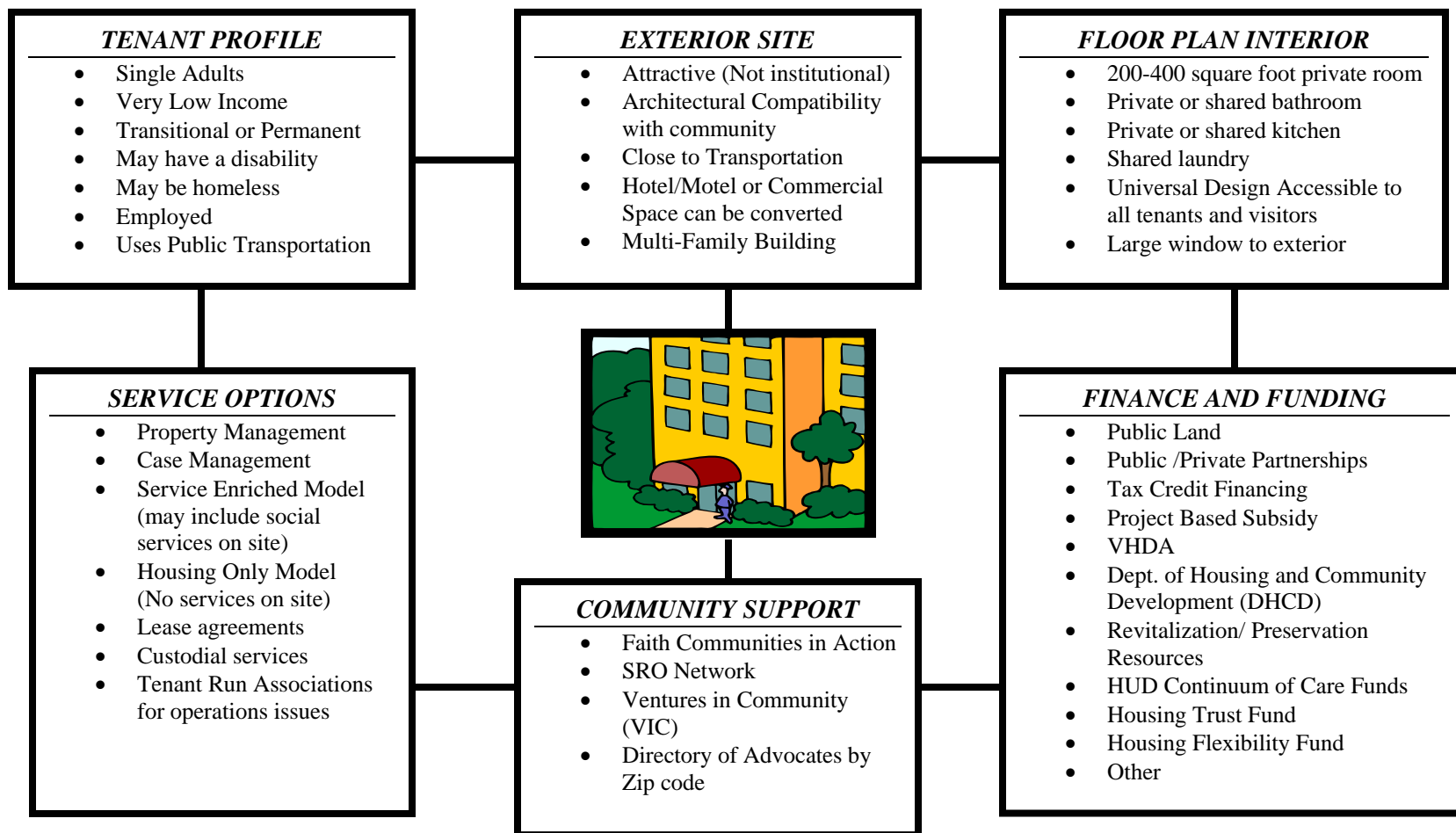
Recommendations of the SRO Task Force

March 2005

1. The SRO Task Force recommends that the Fairfax County Board of Supervisors direct the Department of Planning and Zoning to develop an amendment to the Zoning Ordinance enabling development of the SRO housing model in Fairfax County.
2. The SRO Task Force recommends that a process for the review of the inventory of all publicly owned land be established so that land suitable for SRO development can be identified.
3. The SRO Task Force recommends that the Fairfax County Board of Supervisors identifies a dedicated source of funding to provide revenue annually to the Fairfax County Housing Trust Fund for the development of SRO projects.
4. To promote SRO development, the Task Force recommends that the development process be “green-taped” or streamlined so as to reduce obstacles and expedite the Fairfax County plan review and permitting processes.
5. The SRO Task Force urges the Fairfax County Board of Supervisors to utilize available public land by planning for the inclusion of an SRO project in developments such as the Laurel Hill property and other land suitable for residential and mixed use.
6. The SRO Task Force requests that the Fairfax County Redevelopment Housing Authority (FCRHA) maximizes use of project-based subsidies for SRO development projects.
7. The SRO Task Force strongly encourages the Fairfax County Department of Housing and Community Development (DHCD) to lead the effort to promote SRO development, by actively developing public/private partnerships, identifying public land and financial resources for potential SRO projects and providing technical assistance.
8. The SRO Task Force urges all community and faith-based organizations to support SRO development for the benefit of their neighbors in the community through active participation at public hearings and support for projects once they become site-specific.
9. As recommended by the Fairfax County Board of Supervisors, the SRO Task Force endorses the concept of co-developing or co-locating SRO projects with County facility construction and renovation projects.

SRO Development Summary of Planning Options

May 2005 (from the SRO Task Force)



Single Resident Occupancy (SRO) Task Force



Vision Statement

The Northern Virginia community will develop appropriate housing for single individuals that is affordable, accessible, attractive and available to provide safe housing options to a broader range of residents, regardless of their economic standing, physical or mental disability.

Mission Statement

The Single Resident Occupancy (SRO) Task Force actively promotes and supports the development of affordable studio apartment units for single resident occupancy throughout the county to address the critical housing needs of single adult citizens who have limited income, have been homeless or have a disability affecting their income and need for support services.

Values

Affordable: The housing units will be available to persons who are very low income earning less than Minimum Wage. Project-based and housing choice vouchers and other subsidies will be utilized as available.

Accessible: The concepts of Universal Design and Visitability will be applied in the design of housing units to allow for accommodations for persons with aging or mobility issues, or other disabilities including mental, physical and sensory.

Attractive: This housing model will be designed aesthetically and fully integrated into the local community designed like other multi-family housing units. The individual units will be designed to accommodate the privacy and comfort of the individual resident, with additional modifications as requested by any resident with a special need related to their disability.

Available: Project sponsors will define the population served with a high priority for people who have been homeless or who have a disability affecting their affordable housing choice. Housing developments will be located throughout Fairfax County, allowing for geographic choices related to various employment opportunities and/or services chosen by the resident.

January 2005

Task Force for Single Resident Occupancy Housing Units (SRO) in Fairfax County Meeting Since February 2003

Public & Private Sector Coordinating Committee

Fairfax County Agencies Providing Coordination & Technical Assistance	Private Non Profit Agencies & Service Providers	Work Groups & Staff Coordinators
<ul style="list-style-type: none"> Department of Family Services <ul style="list-style-type: none"> - Fairfax Area Disability Services Board Department of Housing & Community Development Department of Planning & Zoning Department of Public Works & Environmental Services <ul style="list-style-type: none"> - Facilities Management Division - Land Acquisition Division Department of Systems Management for Human Services <ul style="list-style-type: none"> - Community Interfaith Liaison Office Fairfax-Falls Church Community Services Board Department of Health 	<ul style="list-style-type: none"> Brain Injury Services Catholic Charities Diocese of Arlington Catholics for Housing Christian Relief Services, Inc. FACETS Faith Communities in Action Good Shepherd Housing & Family Services, Inc. Lutheran Housing Services, Inc. New Hope Housing, Inc. Opportunities, Alternatives & Resources Pathway Homes, Inc. Partners in Housing PRS, Inc. Reston Interfaith, Inc. RPJ Housing Development Corporation Shelter House, Inc. Sunrise Assisted Living The Brain Foundation United Community Ministries, Inc. Virginia Coalition for the Homeless Virginia Housing Development Authority Volunteers of America, Chesapeake Wesley Housing Development Corp. Wings 	<ul style="list-style-type: none"> <u>Financing & Funding</u> Louise Milder – DHCD <u>Land Use / Zoning / Site Identification</u> Pam Gannon – CSB John Payne – DHCD Maggie Stehman – Planning and Zoning <u>Marketing & Integration</u> Michelle Krockner – Reston Interfaith Diana Lotito – DFS <u>Tenancy & Support Services</u> Dale Davidson – CSB <u>Production of 2005 Report of Committee</u> Michelle Gregory – DSMHS Bill Macmillan – DSMHS Work Group Chairpersons

* For Information, please contact Michelle Krockner, Reston Interfaith (571-323-9557), Pam Gannon, CSB (703-324-7005) or Diana Lotito, DFS (703-324-5863).

Single Resident Occupancy Units in Fairfax County



WHAT is an SRO?

Single resident occupancy (SRO) units are a suitable housing option for single adults who have very low income and/or special needs. SROs have been successfully developed in communities throughout the country as a way of providing safe, affordable housing for single, low-income adults. Within Fairfax County, SROs could also provide housing for entry level or service industry employees, the elderly, or people with disabilities who cannot find affordable housing.

SRO developments of varying sizes and styles have been successful in many cities and urban/suburban counties across the nation. SRO interior housing units are comparable in size to small efficiency apartments, or extended stay hotel suites. Units are 200 - 400 square feet with kitchen facilities, a full bathroom, storage and living space, creating a self-sufficient unit promoting resident privacy and stability. Some developments could offer services or employ a service coordinator on site to assist residents with links to vocational and human services. The size of the development may range from 30 to 200 units depending on neighborhood compatibility, whether the site is new construction, or located in commercial office space or a renovated structure such as an existing hotel.

WHERE are SRO developments located?

SROs are developed on appropriately-sited parcels, consistent with comprehensive plan guidelines and compatible with the surrounding neighborhood or community.

WHY are SROs needed?

Fairfax County is experiencing a crisis situation with regard to the availability of safe, affordable housing for its citizens. Single adults with low incomes, those who have been homeless and/or who have a disability often have the greatest need. SROs are a proven housing option that effectively addresses the needs of these citizens. Creating this kind of stable, structured housing is an efficient use of community resources. SRO housing is a model that can be used in the county's plan to end chronic homelessness.

WHAT can be done?

Work has already begun! A community-wide coalition of private and public sector human services and housing development agencies as well as representatives of the hotel industry formed a task force in 2003 to identify resources to develop a SRO housing model for Fairfax County. The task force is focusing on partnership opportunities for specific projects and is conducting research and analysis of the opportunities for SRO development through specific work groups: Financing and Funding; Marketing and Integration; Tenancy and Support Services; and Zoning, Land Use and Site Identification.

A coalition of more than 25 participating organizations has pledged to actively support the development of specific sites that are appropriate throughout Fairfax County to create affordable, accessible, well designed housing that will serve the population of low-income single adults who are in need.



Single Resident Occupancy Units in Fairfax County

The Single Resident Occupancy (SRO) Task Force has actively promoted and supported the development of affordable studio apartments units for single resident occupancy throughout the county to address the critical housing needs of single adult citizens who have limited income, have been homeless, or have a disability affecting their income and need for support services.

Accomplishments and activities of the SRO Task Force so far include:

- Contacted members of the Fairfax County Board of Supervisors and developed working relationships with those who endorse the concept of SRO development in their districts.
- Identified several nonprofit developers in our community who are interested in pursuing SRO development as appropriate sites are identified.
- Working with several Fairfax County agencies involved with real estate, land acquisition and property disposition to identify parcels owned by the county that would be suitable for SRO development.
- Advocacy efforts resulted in a new policy initiative in which the county would be willing to consider locating an SRO development at an existing site facility, such as a police station, or other County facility, if appropriate. The units at Coan Pond Residences, located with the Fairfax County Redevelopment and Housing Authority (FCRHA) building are an example of this type of co-locating of facilities.
- Our advocacy efforts were instrumental in securing a \$500,000 fund allocation for SRO development in the FCRHA Strategic Plan: FY 2005.
- Our advocacy efforts have resulted in the assignment of county staff from the Department of Planning and Zoning to research the creation of an amendment to the Zoning Ordinance that would specifically address SRO development.
- Development of the affordable efficiency SRO housing model has been endorsed by the Human Services Leadership Team, the Deputy County Executive for Human Services, the County Executive, members of the Fairfax County Redevelopment and Housing Authority, many community-based organizations and citizens seeking affordable housing in our local community. This housing model is also supported as a viable solution in addressing the county's ten-year plan to end chronic homelessness as part of the Community Collaboration on Homelessness.

What Has Been Accomplished

*Reston Interfaith, Inc., 11150 Sunset Hills Road, Suite 210, Reston, Virginia 20190
Phone 571-323-9557, michelle.krocker@restoninterfaith.org*

Exhibit D: Benchmarking SRO Projects



Coan Pond Residences for Working Singles

3700 Pender Drive, Fairfax, VA

The *Coan Pond Residences* are located near Lee Jackson Memorial Highway (Route 50) and Interstate 66 on the first floor of the Fairfax County Redevelopment and Housing Authority's office building in Fairfax, VA.

The efficiency apartments are designed to provide comfortable, affordable living quarters to working single adults living on a limited budget.

Each unit is carpeted and comes equipped with a twin bed, table and chairs, a private bathroom with shower and a kitchenette that includes a small refrigerator, microwave oven, electric cooktop, sink and garbage disposal. Each unit also has an individually-controlled heating and cooling unit and a master TV antenna hook-up.

Other amenities include:

- Free local phone service; phone in room
- Separate laundry room with coin operated washers and dryers
- Lounge area with cable TV service
- Free resident parking

Affordable Rates

Room rental is **\$225.00 for a two-week stay**, with renewal option every two weeks. All utilities — *including local phone service* — are included in the rent. No pets are allowed. Residents must supply own linens (towels, bed linens, etc.).

Applicants must have a minimum income of \$16,194* (maximum income allowable: \$40,250*) and meet certain basic eligibility requirements.



Seneca Heights Montgomery County, MD

Seneca Heights is a former 97 unit Econo Lodge that was converted into 17 units of transitional housing for families, and 40 SRO units for formerly homeless individuals, with supportive services.

The property was a distressed and run down hotel that was acquired by the County in 2003, after two years of planning and site identification work.

Seneca Heights is accessible to disabled and primarily serves formerly homeless individuals and families, with special needs. Average income: \$8,469 PY, or 15% of AMI.

Seneca Heights indoor amenities include 2 community rooms, fully equipped laundry facilities, common kitchen area, secure, high-tech entrance, and a camera system. Indoor amenities include a walking and biking path, park benches, game court, patios, and picnic areas. Units are fully furnished and each has a kitchenette, full bath utilities, phones/phone service and internet access.

Financing

The hotel was purchased for \$4,270,000 (\$44,030 Per Unit for 97 units)

- Rehab was \$4,537,400 or \$62,100 Per Unit for 57 units.
- Total development costs were \$8,967,000, or \$157,300 Per Unit
- Major sources of financing were:
 - County housing trust fund.....\$3,684,000 (41%) of total
 - HOME (Federal).....\$978,000 (11%) of total
 - Two State programs.....\$4,295,000 (48%) of total
- All sources are grants or do not require debt service.

Income

- Rent (average \$173 Per Unit Per Month) \$119,000
- HHS Transitional Housing Operating Subsidy.....\$316,800
- HHS Singles Subsidy (including McKinney match).....\$162,600
- HUD Supportive Housing Operating Subsidy.....\$359,200
- **Total Revenue**.....\$957,700

Revenue breakdown:

- Rent.....12%
- County.....42%
- Federal.....46%

SRO Sites: Clay House and South Richmond

Virginia Supportive Housing

Since opening its first SRO in 1992, Virginia Supportive Housing (VSH) has been providing homeless citizens of the Richmond Metropolitan area with access to permanent housing and comprehensive support services. Virginia Supportive Housing has intervened in the lives of homeless men and women who indicate that they can achieve self-sufficiency if given appropriate support and affordable housing. Founded in 1988, at a time when most homeless programs provided only emergency or transitional housing assistance, VSH began using a comprehensive strategy to provide housing and supportive services that would foster economic independence and participation in mainstream society. This means helping residents achieve higher incomes, adequate medical care, and eventually, to have them move on to more traditional housing.

Since its inception, VSH has impacted the community by taking homeless people off the streets and helping them improve their lives. Virginia Supportive Housing has taken two blighted, drug-infested buildings in the community and converted them into quality, safe housing for the residents who live there and the surrounding neighbors. Virginia Supportive Housing's goal is to develop more SRO's throughout the Commonwealth of Virginia.

The Need for SRO Housing

Virginia Supporting Housing provides housing with extensive support services at an affordable rate to homeless individuals, or near homeless individuals, in the Richmond Metropolitan area. The need for the development of new SROs is demonstrated by the level of homelessness in our communities. It is estimated that over 700 SRO units have disappeared from Richmond in the last twenty years. There are a few motels beginning to serve as SROs, partly for out of town workers, however, these motels are expensive, averaging \$20 or more per day. This price range is unaffordable for lower paid workers or persons on disability income. Another problem in the city has been the placement of people in adult homes who might live independently in an SRO.

Organization History and Background



Clay House SRO

In September of 1992 the first Virginia Supportive Housing facility was opened. Clay House contains 47 single rooms each with a sink, toilet, shelving, refrigerator, microwave oven, bed, dresser, table and chair. The renovated building contains showers, laundry rooms, a front desk, a staff apartment, two communal kitchens and two dining/living rooms.



South Richmond SRO

A second SRO was developed through the rehabilitation of a southside Richmond motel. The South Richmond SRO, with 39 units was opened in 1996. This facility is very similar to the Clay House facility except that the rooms are equipped with full bathrooms. The characteristics between the two site populations varies a little. Clay House is the older facility with older residents and residents that have lived there for a number of years. The newer South Richmond facility is populated by a slightly younger crowd that is more willing to get involved in community and peer functions.

The process of enrollment in the Virginia Supportive Housing program begins with an initial interview and resident selection process handled by the property manager, housing manager and social workers. References, credit reports and police checks are used as guides for eligibility. The chosen resident is given an orientation policy/standards handbook at the time of leasing. Each resident is responsible for paying rent on a monthly basis. The minimum rent is \$25 per month for residents at the Clay House location and \$50 per month for residents at the South Richmond location. The maximum rent and utility charge payable by any resident is not to exceed 30% of their income. Each resident is responsible for care of his or her own unit and abuse of property, substance abuse, abusive behavior or failure to pay rent are all grounds for termination of the lease.

Program Description

Many service needs have arisen since the Clay House opened in 1992. The greatest need expressed by residents is for an increase in their income. At the end of 1997, the average income of residents was approximately \$4,600 per year. The extraordinary low-income level provides huge challenges to the residents. Many residents have set goals for themselves that include furthering their education, job skills and job marketability. Other needs the residents may have include substance abuse counseling, support and treatment, help with efficiently budgeting their limited resources and or securing benefits such as disability income. The support services currently provided are very inclusive and conform to the individual needs of the clients. Such services include, but are not limited to:

- Job training and education
- Advocacy: assisting residents in receiving public assistance and other benefits for which they are entitled
- Case work: creation of service plans, counseling and development of goals
- Substance abuse recovery programming including AA/NA meetings and use of other community programs

- Recreation, cultural and social activities
- Community involvement activities including volunteer programming, men's and women's groups, resident councils and resident planning groups
- Assistance in receiving needed health care and health care information
- Transportation assistance

Method for achieving objectives:

At all times Virginia Supportive Housing strives to assist residents through the adjustment to their new lifestyle, expectations, and roles, and to educate residents about resources within their community without infringing upon their own personal cultural diversities and mores.

Intake interviews are conducted by social workers with each new resident to assess their own goals and needs. At that time specific goals are established and a service plan is drawn up. The social worker may refer residents to appropriate community agencies where residents are able to address their needs in a more specialized atmosphere. A reassessment is done periodically with each resident to redefine goals.



PACA HOUSE BALTIMORE, MD

Paca House provides permanent affordable housing to single men and women and assists them to make positive life changes and break the cycle of homelessness. The facility is maintained as a safe, clean, and drug-free place where residents understand it to be their home as well as shared living space with others.

Volunteers of America, Chesapeake, *Providing Permanent Housing to Individuals*

Paca House is a 106-unit SRO project developed and operated by Volunteers of America, Chesapeake, Inc. that houses formerly homeless individuals and/or those at risk of becoming homeless. Located in downtown Baltimore, this SRO represents an adaptive re-use project. A former city firehouse and a former canning factory have been adjoined by new construction that acts as a central lobby area. Thirty of the units are set aside for elderly and/or disabled that include private baths and a limited kitchen area. The remaining 76 units utilize shared bathroom and kitchen facilities in 4 groups of 19 units each. Each group is limited to a single floor, and a Resident Advocate, who provides overall case management and linkages to support services, is assigned to each floor.



All residents are participants in the Housing Choice Voucher program and must pay a monthly rent equivalent to 30% of his or her income. All residents are considered to be very-low income as the income of each tenant is at or below 30% of the median income for Baltimore.

Resident Advocates work with the residents to maximize their ability to become and remain self-reliant by linking them with community resources and helping them to understand how to adhere to their rental agreement with Paca House. Each resident agrees to follow Paca House rules and regulations and to participate in a *Personal Program Plan*. The plan is designed to help each resident achieve his or her potential in all aspects of life, and may include areas related to employment, education and training, mental health, substance abuse, and benefit and entitlement assistance.

Paca House residents desire to live in a drug and alcohol-free environment; many of them are in recovery from drug dependence and all residents agree to not use drugs or alcohol in or around the facility. Security is provided to the facility 24 hours a day, including a staffed front desk, and access to the facility is provided through a computerized key card assigned to each tenant. Tenant turn-over is relatively low and a long application waiting list is maintained.

Financing

Capital Construction

Enterprise Social Investment Corporation	\$2,048,570
Community Development Block Grant (HUD)	\$2,075,791
Community Development Authority (Maryland)	\$1,500,000
Federal Home Loan Bank loan	\$500,000
Volunteers of America (VOA), Chesapeake	\$385,200
Tax Credits	\$6,811,460

Permanent

City of Baltimore	\$2,075,791 @ 1% (payable as funds are available)
VOA Chesapeake	\$385,200 @ 8% and matures in 40 years
RHPP Loan	\$1,500,000 @ 1% for 40 years
City of Baltimore	\$45,000 (forgiven as project construction completes)

Operating

Project-Based Housing Choice Voucher Program
Varied HUD funding for special populations (e.g. HOPWA)

CREATING SUPPORTIVE HOUSING & A NEW WAY OF DOING BUSINESS

CSH AND THE DEMONSTRATION PROGRAM



CEDAR HILL APARTMENTS NEW HAVEN, CT

Cedar Hill is one of nine projects developed under the innovative Connecticut Supportive Housing Demonstration Program. Cedar Hill provides 25 units of supportive housing for low-income and formerly homeless individuals, including those with disabilities. Located in a middle class neighborhood, the project features furnished efficiency apartments (approx. 360 sq. ft.) with full kitchens and bathrooms. The first floor common room has comfortable furnishings, a television and kitchenette, and leads to an outdoor patio and garden. Case management and property management offices are located off the main lobby. Other amenities include a common laundry and a supervised entry.

CSH partnered with the State of Connecticut to conceive, manage and implement the Connecticut Supportive Housing Demonstration Program, a joint initiative to finance the development and operation of supportive housing projects in communities throughout the state. Launched in 1993 and completed in 1998, the Demonstration brought together six state agencies and 15 nonprofits to create nine projects, ranging in size from 25 to 40 apartment units, in six communities: Bridgeport, Hartford, Middletown, New Haven, Stamford, and Windham. The program produced 281 units of housing for low income and formerly homeless individuals. Financing was provided by five state agencies, philanthropy, the private sector, and CSH. CSH also:

- ✓ Helped select Program participants;
- ✓ Provided technical assistance to help sponsors develop, operate and deliver services in supportive housing;
- ✓ Helped government agencies develop policies, procedures and financing strategies that work for supportive housing;
- ✓ With the National Equity Fund, syndicated Low Income Housing Tax Credits to provide additional capital for development and operating reserves;
- ✓ Provided sponsors with predevelopment funding to cover essential costs in the projects' early stages; and
- ✓ Sponsored, coordinated, published, disseminated and publicized a 3-year evaluation of Program outcomes utilizing 4 research firms. Results from first annual report included the impact of projects on property values, their fiscal and economic impact, tenant satisfaction and residents' use of services before and after move-in. The report also assessed the state interagency collaboration and the role of CSH: "OPM and the Program's private funders judged the interagency process a success, given the extraordinary difficulty of the coordination task, and attributed the Demonstration Program's accomplishments mainly to CSH – its expertise, project management, and facilitation..."

FINANCING

CAPITAL

Low Income Housing Tax Credit equity	\$1,300,000
CHFA loan (from state bond funds)	\$1,560,000
CHFA loan (from CHFA earnings)	\$312,500
Other	\$15,000
Total (note: \$1.1 million of tax credit equity was used for operating reserve)	\$2,115,000

OPERATING

HUD Shelter Plus Care project based subsidies for 13 units, 10 yr. Term
Operating reserve capitalized with \$1.1 million in equity syndication proceeds (see below)

SERVICES

Combined Connecticut Dept. of Mental Health and Addiction Services and
Dept. of Social Services grant \$97,500 (annually)

THE SPONSORS

HOME, Inc.

HOME, Inc. is a nonprofit developer and manager of affordable housing in the greater New Haven area. They have developed over 260 units of affordable housing since their inception in 1987, and manage more than 480 units of clustered and scattered site housing. HOME served as the developer of Cedar Hill and is its property manager.

Columbus House, Inc.

Columbus House, Inc. is a New Haven-based nonprofit provider of emergency shelter and transitional housing to single individuals. Columbus House is the provider of on-site case management services at Cedar Hill.

CSH AND THE SPONSORS

In 1993, HOME, Inc. and Columbus House jointly responded to a request for qualifications issued by the State of Connecticut and the Corporation for Supportive Housing for organizations to participate in the Connecticut Supportive Housing Demonstration Program. The team was selected to develop a supportive housing project in the New Haven area that would be financed with a combination of state and private sector financing under certain guidelines.

CSH provided technical assistance to both groups, as well as predevelopment funding to cover early costs including fees associated with site control, appraisals, engineering studies, architectural design, legal work and other activities.

In addition, CSH worked extensively with HOME, Inc. to both secure a site and build community support for the project. The site for Cedar Hill Apartments was identified after an extensive search process. Two alternate sites were identified early on; one was lost when state approval of the site was delayed; the other when it became clear that local political support would not be forthcoming. Once the State Street site was identified, HOME secured — with a grant from CSH — the services of a community organizer to do outreach in the neighborhood, and had numerous meetings with representatives of the local merchants association. HOME, as the property manager, was essential in this educational effort since they could respond to questions about tenant selection and management practices. The effort paid off; not only was the project officially welcomed by the merchants association, but three local churches have “adopted” Cedar Hill, providing meals and other donations to the project and its tenants.



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Project Profile: Lakefront SRO South Loop Apartments



Lakefront SRO developed the South Loop Apartments at 1521 South Wabash in Chicago. The 207-unit, new construction building provides housing and on-site supportive services for a range of low-income individuals. Each unit has a private bath, a kitchen and central air conditioning. The building also includes a tenant lounge, laundry, 24-hour front desk coverage and a rooftop garden. On the first floor of the building is the USG Job Training and Employment Center, also operated by Lakefront SRO, which provides a full range of employment and job readiness training. Case managers work with tenants to establish goals and connect to various outside services and agencies.

South Loop Apartments
1521 South Wabash, Chicago, IL

The South Loop Apartments was the recipient of the 2002 Fannie Mae Foundation's Maxwell Award of Excellence.

FINANCING

CAPITAL

City of Chicago Department of Housing HOME	\$ 7,397,998
Illinois Housing Development Authority Trust Fund	\$ 500,000
Illinois Housing Development Authority Financial Adjustment Fund	\$ 500,000
McKinney Housing Opportunities for People with AIDS	\$ 500,000
Tax Increment Financing (TIF) Proceeds	\$ 580,500
Federal Home Loan Bank Affordable Housing Program	\$ 300,000
Illinois Department of Commerce and Community Affairs Grant	\$ 161,302
Lakefront SRO Capital Campaign	\$ 264,100
City of Chicago CD Float Loan	\$ 5,815,177
City of Chicago CD Float Interest (paid by L.P. Equity)	\$ 367,112
Other L.P. Equity	\$ 185,000
Deferred Developer Fee	\$ 425,000
Total Development Cost	\$16,996,189
Per unit	\$ 82,107

OPERATING

Equity Funded Long-Term Operating reserve	\$ 3,652,717
Chicago Low Income Housing Trust Fund	\$ 79,620 (annual)
Per unit	\$ 4,241 (annual)

SERVICES

HUD McKinney-Vento SHP (60 units)	\$773,013 (3 years)
Illinois Department of Human Services in Supportive Housing	\$ 153,750 (annual)
Chicago Department of Human Services	\$ 34,000 (annual)
Per unit	\$ 4,641 (annual)

About the Project

Since 1986, Lakefront Single Room Occupancy (SRO) has pursued its mission of being a national leader in the fight to end homelessness through the provision, management and preservation of affordable, supportive housing developments. During its first 13 years of operation, Lakefront developed seven SRO properties, all located in underserved communities on Chicago's North Side, that provided a total of 685 units of permanent housing for homeless and very low-income men and women. In 1999, Lakefront embarked on its most ambitious project to date, the South Loop Apartments and USG Job Training Center.

The building is a nine-story, ground-up construction that combines 207 affordable SRO units with a community-based job training and employment center. The employment center, community spaces and supportive services staff offices occupy the building's first floor with roughly 26 apartments on each of the building's upper eight floors. Ten SRO units are reserved for individuals suffering from HIV/AIDS and linked to City of Chicago Department of Public Health services. There are 16 handicap accessible and 32 handicap adaptable units that offer larger floor plans, lowered kitchen counters and wheelchair accessible showers. Meanwhile, the USG Job Training and Employment Center (open to all Lakefront tenants as well as low income community residents) boasts a computer learning lab, a gently used clothing center, a presentation and lecture hall and an employment resource library.

The South Loop Apartments was financed by seven public sources of capital, low-income housing tax credits, limited partner equity from a partnership of three side-by-side investors purchasing the tax credits and private contributions from several sources, all of which raised a combined \$21,405,729. This complex financial package was made possible because the parties involved remained committed to the project goal of providing supportive housing that would remain affordable. The City of Chicago contributed HOME funds, secured federal HOPWA funds, raised funds through tax increment financing and allocated tax credits. The Illinois Housing Development Authority accessed gap financing and allocated tax credits and the state Department of Commerce provided funds for energy efficiency. The Federal Home Loan Bank Affordable Housing Program was another source of gap financing.

Subsidies are used to keep the rents affordable. The Chicago Low Income Housing Trust Fund is a rental subsidy administered by the Chicago Department of Housing and is used to keep 20 units affordable at \$75 per month and 15 units affordable at \$125 per month. In addition, 60 units are funded with HUD Supportive Housing Program (SHP) funds and 10 units are funded with HUD Housing Opportunities for Persons with Aids (HOPWA) program funds. SHP supported units are reserved exclusively for individuals who are both homeless and disabled. HOPWA supported units are set aside for tenants with HIV/AIDS. The equity funded long term operating reserve keeps units without government subsidy affordable at \$286, a level of affordability that is projected for 15 years.

The South Loop Apartments addresses the issues of substance abuse, illiteracy and mental illness that prevent the homeless from beginning to lead stable, independent lives. As with each of Lakefront's buildings, the South Loop Apartments features on-site Case Managers who work closely with tenants to help them identify and develop plans for pursuing life goals. Lakefront's Case Managers also reach out to a wide network of community organizations and social service agencies in the South Loop that can link tenants to the social mainstream through volunteer, educational or training opportunities. The USG Job Training and Employment Center was made a central feature of the project. Beginning with initial assessments, Lakefront's Employment Center staff conducts job preparation workshops, training programs and continuing educational classes help clients build vital skills required in today's workplace.

The South Loop Apartments opened in January 2000 and has been fully occupied since March 2000. Lakefront now manages 965 SRO units and 8 family units, making it the largest operator of supportive housing services in the Midwest.



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CREATING A NEW HOUSING MODEL THAT EMPHASIZES JOBS AND SOBRIETY



ALLIANCE APARTMENTS MINNEAPOLIS, MN

Alliance Apartments provides 124 efficiency apartments for formerly homeless men and women. 100 of the apartments carry HUD Section 8 subsidies. Most applicants for these units come from chemical dependency treatment and after care programs. The additional 24 units provide transitional housing, accessible to any homeless applicant who has been sober for five days. After two months of sobriety, transitional residents are eligible for the permanent units.

All residents are expected to work full or part time or be involved in a training program. Training and job placement programs are provided on- and off-site. The staff of the Alliance Apartments are themselves formerly homeless, and emphasize the nurturing of a strong supportive community in the building. RS Eden provides supportive services including case management, counseling, AA/NA meetings, and financial management.

CSH AND THE PROJECT

CSH provided the project with a \$242,000 predevelopment loan, which enabled the sponsor to acquire the building. CSH also provided key technical assistance in many areas from concept to completion including:

- ✓ Assisting project partners with defining and refining their project concept;
- ✓ Meeting with funders and government to get approval and funding for the project;
- ✓ Writing the Investment Proposal for NEF to ensure syndication of the tax credits;
- ✓ Helping the project sponsor (Alliance Housing) to find partners (RS Eden and CCHT);
- ✓ Providing technical assistance training to project staff regarding operating supportive housing and providing employment programs.

FINANCING

CAPITAL

Family Housing Fund	\$599,614
HUD Supportive Housing Program	\$400,000
HUD Emergency Shelter Grant	\$300,000
Minnesota Housing Finance Agency	\$990,000
Minneapolis Community Development Agency	\$600,000
Low Income Housing Tax Credit Equity	\$2,972,617
Veterans' Administration	\$200,000
Federal Home Loan Bank	\$300,000
Developers Fee (Owner Equity)	\$400,000
Total Development Cost	\$6,762,231

OPERATING

Section 8 (annually for 10 years; 100 certificates)	\$410,000
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SERVICES

HUD Supportive Housing Program	\$69,000
Hennepin County Chemical Health Division	\$117,000
Minnesota GRH Supportive Housing Demonstration	\$169,000
Annual Service Funding	\$355,000

THE PARTNERS

Central Community Housing Trust

Central Community Housing Trust (CCHT) was incorporated in 1986 as a nonprofit, community-based provider of quality, affordable housing in the five downtown Minneapolis neighborhoods. Initially created to replace housing units lost through construction of a new convention center, CCHT is now one of the largest providers of affordable permanent housing in Minnesota. Over the last 10 years, CCHT has worked diligently to develop and cultivate community partnerships; over \$35 million has been secured via these partnerships, resulting in the development of over 850 units of quality, affordable housing.

Alliance Housing, Inc.

Alliance Housing, Inc. (AHI) is a nonprofit organization whose mission is to provide safe, affordable housing to homeless single adults and families. Formed in 1991, AHI currently owns and manages eleven duplexes in Minneapolis, housing 32 formerly homeless single adults and 54 family members. AHI is the housing arm of Alliance of the Streets (AS), a community organization founded in 1987. In addition to other services, AS has served as a day shelter providing storage, phone and mail, hospitality, weekly meals, and referrals for housing and jobs.

RS Eden

RS Eden was incorporated in 1971, with the mission being to habilitate--as distinguished from rehabilitate--drug dependent individuals who may also be negatively involved with the criminal justice system or anti-social behavior. The treatment goal at Eden Programs is to return the individual to the community--chemically free--as a law-abiding, productive, and contributing member of society.

Eden operates four treatment programs and one case management program for children under age 12, as well as a prevention program and a Hispanic Resource Center. It has a residential treatment capacity of 60 and an outpatient capacity of 55. Eden provides housing to 36 of its adult outpatients. Since the women's housing also has children living with their mothers, Eden can also accommodate up to 40 children.

Eden's services include group and individual counseling on such issues as substance abuse, behavioral issues, parenting, employment, and the social skills necessary to live independently and productively in the world. Eden employs 50 full-time staff.

CSH AND THE PARTNERS

CSH continues to provide financial and technical assistance to encourage Alliance Housing's efforts to develop permanent supportive housing. CSH has provided Alliance Housing with \$292,000 in loans and capacity-building grants since 1994 to stabilize both the organization and their existing housing stock, and for the development of new projects.

CSH also has a continuing relationship with RS Eden. This support includes capacity-building funding, predevelopment financing for four new projects, and technical assistance. RS Eden has emerged as one of the more capable supportive service providers and developers of permanent supportive housing in Minnesota. CSH continues to invest in RS Eden as part of its strategy to strengthen the capacity of the supportive housing industry in Minnesota.



REBUILDING THE LIVES OF HOMELESS WOMEN WITH DEBORAH'S PLACE



REBECCA JOHNSON APARTMENTS CHICAGO, IL

The Rebecca Johnson Apartments is a newly renovated building located in the East Garfield Park neighborhood of Chicago, owned and operated by Deborah's Place. The building offers 90 single room occupancy units to formerly homeless women, with on-site management and support services. Each unit has a private bath, a kitchen, and central air conditioning. Other amenities include lounges, laundry facilities, a private exterior courtyard, and a gymnasium. A front desk staffed 24 hours a day ensures the security and comfort of the tenants. Case managers link tenants to services including group and individual meetings, goal setting, and referrals to outside agencies for medical care, mental health, and addiction services.

CSH AND THE PROJECT

CSH provided a \$200,000 predevelopment loan, a \$50,000 predevelopment recoverable grant, a \$120,000 grant to fund social services at the Rebecca Johnson Apts., and a \$23,500 grant for technical assistance on property asset management at Rebecca Johnson and one other Deborah's Place development.

Initial plans for Rebecca Johnson Apts. — to co-locate permanent and transitional housing at the site—were revised in collaboration with CSH in part as a result of CSH's earlier evaluation of the co-location model. CSH also assisted with underwriting and helped Deborah's place build community support for the project.

FINANCING

CAPITAL

Illinois Housing Development Authority (0% 30-year loan)	\$3,300,000
Federal Home Loan Bank (30-year grant)	\$300,000
HUD McKinney Supportive Housing Program	\$400,000
DCCA Energy Grant	\$89,656
Low Income Housing Tax Credit Equity	\$5,082,254
Deborah's Place Equity	\$585,030
TOTAL	\$9,756,940

OPERATING

Project Based Section 8 Subsidies for all 90 units	\$514,080
Capitalized Operating Reserve	\$600,000

SERVICES

HUD McKinney Supportive Housing Program	\$564,191 (3 years)
IDHS Services in Supportive Housing	\$120,000 (annually)
Private Fundraising	\$161,937 (annually)

THE SPONSOR

Deborah's Place

In December 1985, Deborah's Place opened the first year-round emergency shelter in Chicago exclusively for women who were homeless. Since that time, it has grown and expanded in response to the needs of its clients and the increasing problem of homelessness. Today, Deborah's Place offers a complete continuum of shelter and housing options, all linked to vital supportive services, to women who are homeless. Provided at four sites, programs are designed to support participants in their life decisions while offering them access to as many resources as possible.

CSH AND THE SPONSOR

CSH's support of Deborah's Place has been a critical factor in the organization's growth and development over the past 8 years. In 1993, when Deborah's Place began the development process on their first supportive housing project, CSH's financial and technical assistance supported the organization's ability to successfully complete this project. CSH staff also provided guidance and strategic assistance in navigating the many political and bureaucratic issues that arose in the development process. This assistance had a tremendous impact on both the project and the larger organization in transforming the way Deborah's Place saw its role in the city and its ability to impact and influence change.

Since 1993, CSH has provided nearly \$900,000 in grants and \$275,000 in loans to support various Deborah's Place projects, including the Rebecca Johnson Apartments. These grants funded predevelopment expenses, employment programs, and service programs.

In 1998, Deborah's Place collaborated with CSH in creating a case study of the organization's Deborah's Place II, a new model of supportive housing that mixes shelter, transitional and permanent housing in one location. The report on the model is entitled *Under One Roof: Lessons Learned from Co-locating Overnight, Transitional and Permanent Housing at Deborah's Place II*.

CSH supported the development of WomanCraft, Inc., Deborah's Place social purpose business venture that sells handmade jewelry and paper products through catalogues, direct sales and local shops.

Deborah's Place also participated in CSH's five-year, six-city initiative Closer to Home, funded by the Conrad N. Hilton Foundation. The initiative sought to pioneer and expand models of housing and services for mentally ill homeless people characterized as the hardest-to-reach — long-term shelter stayers and street homeless.



CREATING AN AWARD-WINNING PROGRAM FOR THE HARDEST-TO-SERVE



**CANON KIP
COMMUNITY HOUSE
SAN FRANCISCO, CA**

Open since 1994, Canon Kip is a 104-unit supportive housing complex located in the South of Market neighborhood. More than 70% of the tenants have two or more disabilities, including mental illness, HIV/AIDS, or a history of substance abuse.

Canon Kip also features a senior center and a skills center at which tenants and other supportive housing residents in the city can access employment services.

CSH AND THE PROJECT

During development CSH provided:

- ✓ A pre-development loan;
- ✓ Technical assistance; and
- ✓ Tax credit syndication

During implementation, CSH:

- ✓ Facilitated services expansion by establishing an inter-agency, integrated services team as part of CSH-sponsored Health, Housing and Integrated Services Network (HHISN);
- ✓ Helped prepare an application for HUD SHP funding, obtained foundation funding and organized delivery of services to maximize Medicaid revenues;
- ✓ Provided training and team-building to support service partnerships;
- ✓ Helped design and implement a management information system (MIS) to track client services—this data was used to meet reporting requirements for multiple funding sources, and for program planning. (This MIS is now in use at 5 Episcopal Community Services supportive housing projects and is being replicated at several other projects with other sponsors throughout the San Francisco area);
- ✓ Through CSH's Next Step Jobs initiative, funded the creation of the Supportive Housing Employment Collaborative, a network of five local groups providing a range of training and employment services to 500 tenants;
- ✓ Sponsored ground-breaking evaluation—"Supportive Housing and Its Impact on the Public Health Crisis of Homelessness"—which tracked housing stability and impact on costs and utilization patterns in public hospital, mental health and substance abuse treatment systems; and
- ✓ Arranged for policymakers and organizations considering creation of supportive housing throughout the state to see Canon Kip.

CSH has also documented lessons learned at Canon Kip through publications (*The Network: Health, Housing and Integrated Services: Best Practices and Lessons Learned*) and curriculum for trainings provided statewide and around the country.

FINANCING

CAPITAL

State of California Rental Housing Construction Loan	\$2,000,000
City and County of San Francisco HOME	\$1,400,000
City and County of San Francisco CDBG	\$500,000
City and County of San Francisco Mitigation Fees	\$360,000
Total	\$4,300,000

OPERATING

HUD McKinney Shelter Plus Care	\$1,300,000 (5 years)
SERVICES	
HUD Supportive Housing Program	\$141,000
Local government \$64,000	\$64,000
Medicaid \$52,000	\$52,000
Philanthropy \$80,000	\$80,000
Total	\$337,000

THE SPONSOR

Episcopal Community Services

Episcopal Community Services (ECS) is one of San Francisco's largest and most capable nonprofit organizations serving the homeless and extremely low-income individuals. ECS operates two large shelters with case management and support services. In addition, they run the 104-unit Canon Kip Community House and two hotels, which both have 75 units each of supportive housing. In total, ECS provides shelter to over 800 people each night through its various programs and shelters.

CSH AND THE SPONSOR

Through 2000, CSH has made direct grants and loans to ECS of nearly \$400,000 for predevelopment of Canon Kip, employment services, and HHISN expenses. In addition, CSH funneled \$25,000 in funding from the San Francisco Department of Public Health to ECS.

Most importantly, ECS has been an essential member of CSH's award winning Health Housing and Integrated Services Network (HHISN) including involvement in the planning of HHISN in 1994. The integrated service team at Canon Kip was the first to be established under HHISN. As a result of this seven-year collaboration, ECS has since expanded the HHISN model to new projects, in most cases utilizing one or more of the service partners working at Canon Kip Community House. These new programs include:

- √ The Rose Hotel – another HHISN SRO for single homeless adults - ECS took over primary on-site service role after another organization withdrew;
- √ Pacific Bay Inn – an innovative project which master-leased SRO to provide “Direct Access to Housing” for homeless people referred from hospital and emergency rooms and death prevention project;
- √ A new 50-unit families project; and
- √ ECS is also providing services at a new supportive housing project for homeless seniors.

The Health Housing and Integrated Services Network currently serves more than 1000 formerly homeless individuals coping with mental, physical and medical challenges in more than fifteen localities, and is being replicated statewide. The HHISN was awarded HUD's Best Practice award as part of the Regional Innovative Homelessness Initiative; a SAMHSA Community Action Grant for Service Systems Change to support adoption of HHISN model as an “exemplary practice”; citation by National Resource Center on Homelessness and Mental Illness as one of the “Programs that Make a Difference”; and the 1998 PacificCare Humanitarian Award from California Association of Health Plans.



11TH HOUR ASSISTANCE HELPS CREATE IMPORTANT NEW PROJECT IN NJ



STEPPING STONES COMMONS
TRENTON, NJ

Residents began moving into this renovated 4-unit efficiency apartment building in downtown Trenton in 1999. Developed by Lutheran Social Ministries of New Jersey (LSM), the building provides independent apartments for formerly homeless adults, many of whom have chronic conditions, i.e. mental illness, substance use histories and HIV/AIDS. Medical, psychiatric and employment services are provided on- and off-site by LSM and 2 other local service providers. Building amenities include community space and a computer area.

CSH AND THE PROJECT

Lutheran Social Ministries of New Jersey (LSM), one of the state's largest nonprofit affordable housing developers had received most of the financing and approvals for its first housing project for homeless people when they approached CSH; what they had run out of, was time. In order to meet tax credit and other development timelines, they needed construction financing right away.

LSM was also having difficulty finding a tax credit syndicator willing to invest in this inner city Single Room Occupancy apartment building for the homeless. CSH was able to intercede quickly and keep this important project on track by providing a \$600,000 construction loan and arranging for \$2.7 million in Low-Income Housing Tax Credit equity from the National Equity Fund. As a result, Lutheran Social Ministries was able to move forward in its vision of providing supportive housing to Trenton's most vulnerable residents.

FINANCING

CAPITAL

Low Income House Tax Credit Equity	\$2,700,000
NJ Balanced Housing Program	\$960,000
Federal HOME Funds (through the City of Trenton)	\$400,000
Federal Home Loan Bank Affordable Housing Program	\$300,000
General Partner Deferred Fees	\$215,000
Total Development Cost	\$4,500,000

OPERATING

HUD Section 8 Moderate Rehabilitation Funds (annually for 10 years)	\$315,000
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SERVICES

Lutheran Social Ministries (through the Brauning Trust) (annually for 10 years)	\$50,000
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THE SPONSOR

Lutheran Social Ministries of New Jersey

Lutheran Social Ministries of New Jersey (LSM) is a statewide faith-based agency founded in 1904 as a children's adoption and welfare society. Since that time, LSM has broadened its focus to serve the growing needs of New Jersey's population and has in recent years greatly expanded from a service and elderly housing agency into one of the largest not-for-profit developer of affordable housing in the State. LSM provides five major areas of assistance: community outreach programs; special needs programs; affordable family housing; affordable senior housing; and nursing homes/retirement living. In its portfolio of 25 completed developments and projects in development, LSM has over 1,000 units of affordable senior housing, 150 units of special needs housing, 75 units for families, and over 500 nursing homes/retirement units. LSM's housing projects have ranged in size from six units to over 200 units and have involved the use of Low Income Housing Tax Credit financing, state and local housing finance programs, HUD funding and Federal Home Loan Bank funding.

In addition, LSM serves over 1,000 individuals a year through their off-site programs. LSM also partners with local service providers and non-profit agencies to augment their services and increase resources which benefit the residents. On the Stepping Stones project, LSM collaborates with the following organizations:

- √ The HIV Consortium provides HIV case management, emergency financial assistance, transportation, legal advocacy and food packages to residents with AIDS.
- √ The Greater Trenton Community Health Center provides job training, counseling, intensive substance abuse counseling, and mental health services.
- √ Catholic Community Services (CCS) provides supplementary case management and referral services for those residents with histories of mental illness.

CSH AND THE SPONSOR

CSH began working with LSM when the CSH New Jersey office opened in late 1997. In addition to the Stepping Stones project, CSH has worked with LSM on the development and operation of two additional supportive housing ventures. CSH provided a key pre-development grant for Luther Haven, a 9-unit independent housing project for elderly persons with mental illness in Asbury Park. CSH also facilitated the collaboration between LSM and a statewide service provider that specializes in serving people with mental illness and arranged for necessary operating licenses for the project.

CSH also assisted LSM with the planning for Project Home, an 18-unit development in Jersey City for women recovering from domestic violence or substance abuse and their children. CSH worked with LSM and the two project co-sponsors (Women Rising/YWCA of Hudson County and Catholic Community Services of the Diocese of Newark) on developing an operating and service delivery plan to maximize project funding and avoid duplication of resources.



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Appendix E: Resources for SRO Development

www.bazelon.org

Bazelon Mental Health Law Center:
Resources on fair housing cases
affecting persons with disabilities.
Publications for consumers and
lawyers.

www.bettercommunities.org

Building Better Communities
Network: Community building,
conflict resolution, funding, good
government, news articles and
studies on NIMBYism,
discrimination, and housing needs.

Canby, Anne. *"Affordable Housing
and Transportation: Creating New
Linkages Benefiting Low-Income
Families."* Housing Facts & Finds.
Fannie Mae Foundation. Vol.
5, No. 2. 2003.

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There are excellent materials and
work sheets available from this
source regarding project
development community education
and tenant information for affordable
and supportive housing projects.

www.designadvisor.org

Affordable Housing Design Advisor:
Contains checklists, resources
(including PowerPoint presentations)
supporting higher density design
approaches, information about
identifying and achieving good
design.

Fairfax County Department of
Planning and Zoning
www.fairfaxcounty.gov/dpz

Fairfax County Housing Authority
www.fairfaxcounty.gov/rha

www.fairhousing.com

National Fair Housing Advocate:
News reports, fair housing statutes,
regulations and requirements, HUD
resources relating to fair housing

www.fairhousingfirst.org

Fair Housing FIRST: Resources and
information about providing required
accessibility in compliance with the
Fair Housing Act for all multifamily
buildings designed and constructed
since March 13, 1991. Includes
information about requirements,
standards, and accessible housing
resources and products. Long list of
frequently asked questions about
technical design issues.

www.knowledgeplex.org

Extensive articles on areas such as housing preservation and expiring use, multifamily housing, senior and special needs housing, fair housing, and many related articles. Also includes best practices, discussion, research and more for professionals working in affordable housing and community development.

www.nlihc.org

National Low Income Housing Coalition: Many articles on affordable housing and its connection to housing needs, including the NIMBY Report, legislative and public policy reports and studies, and advocate's guide.

No. Va. Directory of Faith Community and Non-profit Organization Affordable Housing and Homeless Service Partnerships
www.fairfaxcounty.gov/service/dsm/cil

"Paycheck to Paycheck: Wages and the Cost of Housing in America, 2001."

Communication and Publications.
National Housing Conference
Online. 8 May 2003.

http://www.nhc.org/comm_and_pubs_paycheck01.htm

www.regbarriers.org

HUD's regulatory barriers clearinghouse: Information about laws, regulations, and policies affecting the development, maintenance, improvement, availability, and cost of affordable housing.

www.tcah.org

Resources on state and local campaigns to support affordable housing

www.uic.edu/aa/cdc/AHDC/website
Design Matters website which catalogues good examples of housing design around the country.

Virginia Housing Development Authority – www.vhda.com

Watson, Gregory J. and Frederick J. Eggers. *"Rental Market Dynamics: Is affordable Housing for the Poor an Endangered Species?"* Office of Policy Development and Research (HUD)

"Zoning Affordability: The Challenge of Inclusionary Housing." Zoning News. American Planning Association. Aug. 2003.

www.endhomelessness.org/networks/housingfirst/approach.htm

National Alliance to End Homelessness, see information about "Housing First" philosophy.

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January 27, 2005

Friends--

We write to share some exciting news about a new initiative we are undertaking, just in time for your spring conferences, workshops, and presentations.

Our booklet, "Addressing Community Opposition to Affordable Housing Development: A Fair Housing Toolkit," has been published by the Housing Alliance of Pennsylvania, and is now available on-line at <http://www.knowledgeplex.org/showdoc.html?id=68549>. In the face of increasing community opposition to affordable housing, homeless programs and group homes for people with disabilities, we decided it was time to devise a how-to resource and a training program for developers and community-based organizations. Written in a straightforward style and offering dozens of practical tips to help readers overcome zoning, funding and public relations obstacles, the Toolkit comes alive when accompanied by the half-day and full-day workshops we are now offering

We are two long-time civil rights lawyers with in-depth and practical experience with the Fair Housing Act and other community acceptance strategies. We can help your group understand its rights under federal and state civil rights laws and help you mobilize support in your own community.

We have also worked with planning and zoning groups, municipalities and others who need information about how to comply with the laws and avoid legal liability themselves. Individually and together, we have acted as consultants to federal, state and local governments, and written and lectured widely on innovative ways that government can be a partner in meeting the housing needs of all people.

Among other topics, the Toolkit answers questions related to:

- Confronting Common NIMBY concerns
- Launching a Successful Community Campaign
- Advancing Fair Housing While Protecting Free Speech
- When Local Government is Not on Your Side
- Opposition to Housing for People with Disabilities

The Toolkit also includes Fair Housing Act cases and a comprehensive list of resources for developers and advocates.

Beginning in February 2005, we are available to conduct workshops on how to manage local opposition to housing development, using the Toolkit as a resource. We also offer consultation to developers who need assistance in reviewing their treatment by government decision makers and case assistance to attorneys working on claims in this area. Potential audiences include affordable housing developers, planners, planning and zoning commissioners, elected and appointed decision makers, attorneys, advocates and others.

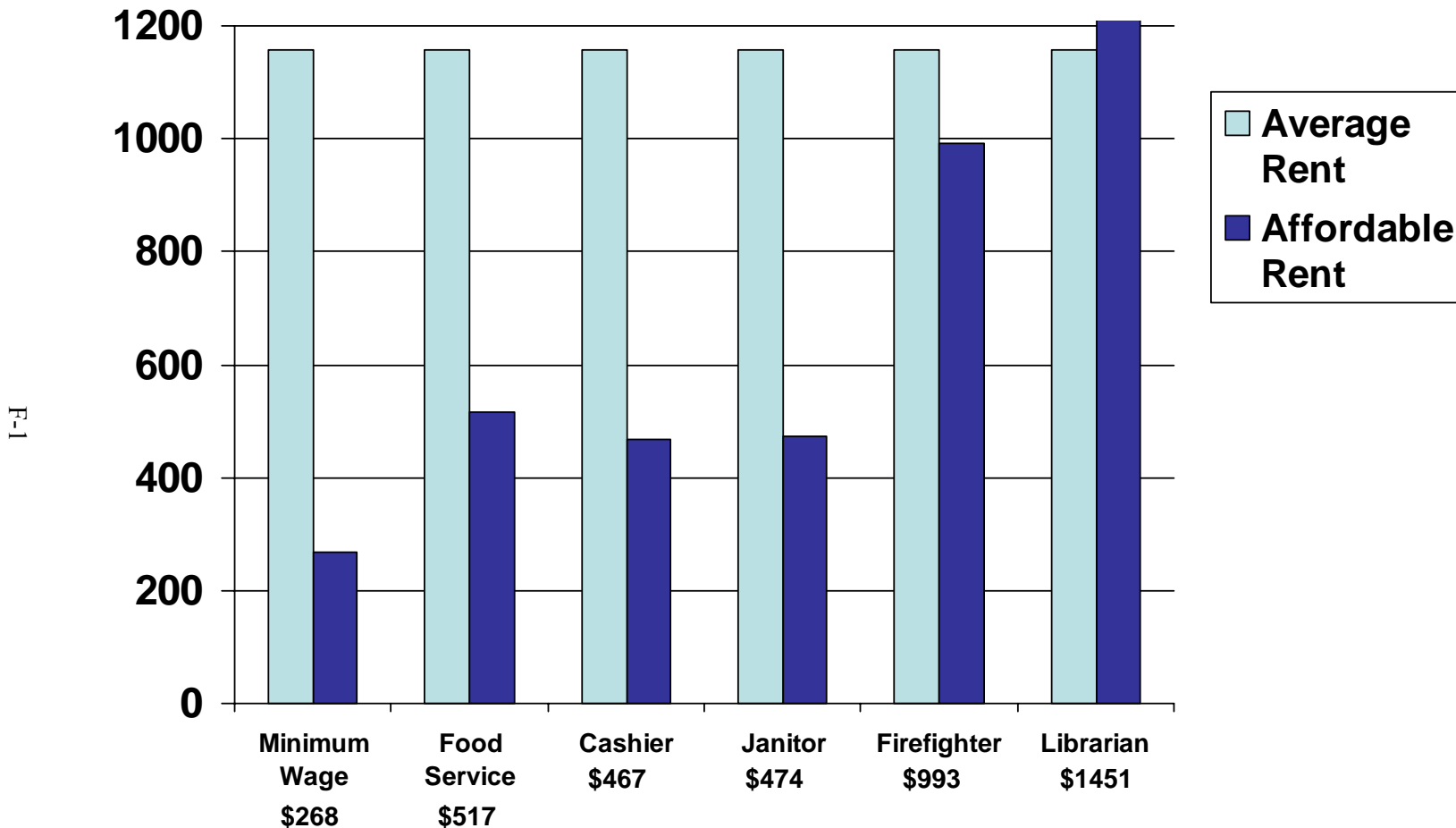
We look forward to working with you.

Sincerely,

Sara Pratt

Michael Allen

Appendix F: Average Rent in Fairfax County vs. Amount Wage Earners Can Afford



Note: Rents affordable to various incomes calculated by dividing annual income by 12 months and multiplying by .30 percent.

Out of Reach 2004

Virginia

In Virginia, an extremely low income household (earning \$19,166, 30% of the Area Median Income of \$63,887) can afford monthly rent of no more than \$479, while the Fair Market Rent for a two bedroom unit is \$834.

A minimum wage earner (earning \$5.15 per hour) can afford monthly rent of no more than \$268.

An SSI recipient (receiving \$564 monthly) can afford monthly rent of no more than \$169, while the Fair Market Rent for a one-bedroom unit is \$724.

In Virginia, a worker earning the Minimum Wage (\$5.15 per hour) must work 125 hours per week in order to afford a two-bedroom unit at the area's Fair Market rent.

The Housing Wage in Virginia is \$16.05. This is the amount a full time (40 hours per week) worker must earn per hour in order to afford a two-bedroom unit at the area's Fair Market rent.

A unit is considered affordable if it costs no more than 30% of the renter's income.

For an explanation of this data, see [How to use the Numbers](#) and [Where the Numbers Come From](#).

Location	Number of Households		
	Total Households	Renter Households	Renter Households as Percent of Total Households
Virginia	2,699,173	861,215	32%
Fairfax County *†	350,714	101,856	29%

2004 Family Income

Location	2004 Annual Median Income ¹ (HUD)			Maximum Affordable ² Monthly Housing Cost by % of Family AMI			
	Annual	Monthly	30% of AMI	30%	50%	80%	100%
Virginia	\$63,887	\$5,324	\$19,166	\$479	\$799	\$1,278	\$1,597
Fairfax County *†	\$85,400	\$7,117	\$25,620	\$641	\$1,068	\$1,708	\$2,135

Fair Market Rents (FMR)³ by Number of Bedrooms

Location	Zero	One	Two	Three	Four
Virginia	\$656	\$724	\$834	\$1,106	\$1,371
Fairfax County *†	\$915	\$1,045	\$1,187	\$1,537	\$2,000

2004 Renter Households

Location	Estimated Renter Median Annual Income	Income Needed to Afford 2BR FMR as Percent of Renter Median	Number Earning 30% of AMI or Less Unable to Afford Rent (2000)	Number Earning 30-50% of AMI Unable to Afford Rent (2000)	Monthly Rent Affordable at Renter Median
Virginia	\$34,988	95%	114,631	88,780	\$875
Fairfax County *†	\$60,900	78%	9277	8902	\$1,522

Income Needed to Afford FMR

Location	Annual Amount					Percent of Family AMI				
	Zero Bedrooms	One Bedroom	Two Bedrooms	Three Bedrooms	Four Bedrooms	Zero Bedrooms	One Bedroom	Two Bedrooms	Three Bedrooms	Four Bedrooms
Virginia	\$26,221	\$28,978	\$33,379	\$44,252	\$54,859	41%	45%	52%	69%	86%
Fairfax County *†	\$36,600	\$41,800	\$47,480	\$61,480	\$80,000	43%	49%	56%	72%	94%

Location	Housing Wage									
	Hourly Wage Needed to Afford (@ 40 hrs./wk.)					As % of Minimum Wage (Virginia=\$5.15)				
	Zero Bedroom FMR	One Bedroom FMR	Two Bedroom FMR	Three Bedroom FMR	Four Bedroom FMR	Zero Bedroom FMR	One Bedroom FMR	Two Bedroom FMR	Three Bedroom FMR	Four Bedroom FMR
Virginia	\$12.61	\$13.93	\$16.05	\$21.27	\$26.37	245%	271%	312%	413%	512%
Fairfax County *†	\$17.60	\$20.10	\$22.83	\$29.56	\$38.46	342%	390%	443%	574%	747%

Location	Work Hours/Week Necessary at Minimum Wage to Afford (Virginia=\$5.15)				
	Zero Bedroom FMR	One Bedroom FMR	Two Bedroom FMR	Three Bedroom FMR	Four Bedroom FMR
Virginia	98	108	125	165	205
Fairfax County *†	137	156	177	230	299

CHART FOOTNOTES

1. HUD, 2004.
2. "Affordable" rents represent the generally accepted standard of spending not more than 30% of income on housing costs.
3. HUD, 2005.
4. Annual income of 30% of AMI or less is the federal standard for extremely low income households. Does not include HUD-specific adjustments.

DATA FOOTNOTES

Virginia: FMRs for jurisdictions labeled with an asterisk (*) have FMRs calculated at the 50th percentile (See [Appendix A](#)).

FMRs for jurisdictions labeled with a dagger (†) have controversial RDD-based final FY 2005 FMR (see [Appendix C](#)).

Local groups filed public comments with HUD protesting final FMRs in Appalachian counties in Kentucky and Virginia (see [Appendix C](#)).

Appendix H: SRO FINANCING

Funding Source	Type	Application Procedure	Eligible Uses	Comments
Federal				
Community Development Block Grant (CDBG)	Loan, DPL or Grant	County entitlement	Development Services	Acquisition and rehabilitation, limited use for new construction. Services subject to cap.
Home Investment Partnerships Program (HOME)	Loan, DPL, or Grant	County entitlement CHDO set-aside (competitive)	Development	Application period for CHDO funds.
Housing Opportunities for Persons with AIDS (HOPWA)	Grant	County entitlement and competitive	Development Operating costs	Persons with AIDS
Supportive Housing for the Elderly (Section 202)	Grant	Competitive	Development Operating costs	Elderly. Will not allow subordinate debt – only grants. Pays construction costs and provides a 5-year contract for operating costs.
Supportive Housing for Persons with Disabilities (Section 811)	Grant	Competitive	Development Operating costs	Disabled. Will not allow subordinate debt – only grants. Pays construction costs and provides a 5-year contract for operating costs. Limited to 14 units.
Continuum of Care				
Supportive Housing Program (SHP)	Grant	Hybrid – Competitive local formula	Development Supportive services	Homeless persons with disabilities
Section 8 Moderate Rehabilitation Single Room Occupancy (SRO) Program	Grant	Hybrid – Competitive local formula	Rental assistance	For rehabilitated units only Must meet definition of SRO
Shelter Plus Care (S+C)	Grant	Hybrid Competitive local formula	Rental assistance	For homeless persons with disabilities Participation in services can be required
Moderate Rehab for Single Room Occupancy Dwellings (SRO)	Grant	Hybrid – competitive local formula	Rental assistance	For rehabilitated units only For homeless persons with disabilities Participation in services can be required.

I-H

State				
Low Income Housing Tax Credits (9%)	Equity	Competitive Applications due - March	Development	VHDA favors non-elderly projects Complex, added costs Highly competitive
Low Income Housing Tax Credits (9% for Special Needs)	Equity	Non-competitive	Development	Special needs projects VHDA is asking for projects. Will use next year's tax credits VHDA developing criteria
Low Income Housing Tax Credits (4% with tax-exempt bonds)	Equity and debt	Non-competitive. Depends on bond availability	Development	Apply for bonds and then apply for tax credits. Complex, added costs for bonds and tax credits
VHDA SPARC	Debt	Non-competitive	Development	Special needs
VA Priority Housing Fund	Loan, DPL, or grant	Non-competitive	Development Capacity Building Predevelopment	Selection criteria being developed 4 categories Special needs targeted
Tax-Exempt Bonds	Debt	Non-competitive – subject to bond cap	Development	Complex, added costs. Not financially feasible unless bond amount greater than \$3 million
Local				
Housing Trust Fund	Loan, DPL, or grant	Non-competitive	Development – capital costs only. Cannot be used for feasibility studies.	Subject to FCRHA and Board of Supervisor approval. \$533,000 set aside for SROs (\$333,000 currently; \$200,000 in FY05 Strategic Plan)
Affordable Housing Partnership Program	Loan, DPL, or grant	Non-competitive	Development Predevelopment	Tier 1 Predevelopment - \$50,000 Tier 2 Predevelopment - \$50,000 Tier 3 Affordable Housing Partnership Fund – gap financing
Consolidated Community Funding Pool	Loan, DPL, or grant	Competitive. Applications due - December	Development Support Services	
Private				
Federal Home Loan Bank Affordable Housing Program	Loan or Grant	Competitive. Applications due – March & September	Development	Highly competitive Scoring criteria favors projects serving homeless

THE PRINCIPLES OF SUPPORTIVE HOUSING

In practice, supportive housing programs are diverse and are intended to have the flexibility to serve a wide range of individuals. Variations in program philosophy, size, location, tenant mix, staffing and support are among a myriad of elements that make each housing site different from the next. A site's tenancy, for instance, might include working people, the unemployed and underemployed, people living with AIDS, mentally or physically ill individuals, the formerly homeless, substance abusers in recovery or still using, and others. Coupled with affordability, the flexibility to adapt services to the needs of the building's residents is possibly one of the model's greatest strengths.

Although there are many differences among supportive housing programs, numerous principles have informed and guided the model's development. This handout reviews core principles at the foundation of successful supportive housing programs that address the housing stability and health and human service needs of their tenants.

Affordability

The primary purpose of supportive housing is to increase the availability of housing to low-income people, particularly individuals with mental illness, AIDS, substance abuse issues or other special needs.

- Residents are expected to pay rent but typically not in an amount that exceeds thirty per cent of gross income.
- Providers have managed to operate fiscally viable housing sites by relying upon rent subsidy programs such as Section 8.
- Some projects also rely on the rental streams provided by units reserved for individuals who are employed and still others have structured programs to include the use of low-income housing tax credits.

Safety and Comfort

Obviously residents should feel comfortable and safe in their homes. The needs of some residents will often require that the provider pay particular attention to safety issues. People who have been homeless or living in marginal situations have frequently been victims of violence. Weaker tenants can become prey and the targets of intimidation and exploitation.

Being comfortable and safe at home are priorities that most of us have.

- Meeting or exceeding building codes and providing extra security and “creature” comforts when resources allow are efforts that all tenants appreciate.
- A secure environment includes the development and implementation of clear administrative procedures for rent collection, building maintenance, monitoring visitors, enforcement of house rules, and is likely to include mechanisms for exchanging information with residents.
- Promptly addressing safety concerns that are expressed by the residents is important. Staff and tenants must feel that they have some collective control over their environment. In residences where people feel part of a larger community, they are also more likely to look out for their neighbors and work together to create a safe and comfortable environment.

Support Services are Accessible, Flexible, and Target Residential Stability

Ideally, supportive services are reflective of the residents’ needs and goals. Service programs also require adjustment as the needs and interests of the individual residents and the larger residential community evolve and change. By design, residential support services are intended to help ensure stability and to maximize each resident’s ability to live independently. At a minimum, however, support services must be easily accessible and available to residents. Evaluating if services are effective and useful should occur on a regular basis.

- Programs that have a concentration of individuals with disabilities or other special needs will likely emphasize on-going assistance with medication and money management, training and assistance with activities of daily living, support in achieving and maintaining sobriety, and accessing health and mental health services.
- Sites vary in how they provide or arrange for services but uniformly stress residential stability as a basic and primary goal of their efforts. In promoting residential stability, service providers focus on assisting residents to meet their lease obligations including paying rent, maintaining a safe and healthy living environment, allowing others the peaceful enjoyment of their homes and complying with basic house rules.
- Depending upon the tenancy and the type of resources available, services can be shaped to have the widest possible appeal and may range from

support groups for substance abusers to classes in cooking, the arts, high school equivalency preparation and vocational counseling.

- Linkages with legal services, immigration services and local entitlement and benefits offices are usually essential. Although residents sometimes need to be aggressively encouraged to use program resources, the onus is on the provider to make the program useful, available, and of interest to residents. In fact, many providers believe that requirements for participation in the service program in return for continued tenancy is misguided.
- Supportive housing programs vary in their ability to modify or significantly change their programs because funding, regulatory or other structural requirements may impose restrictions or limitations. In this regard, providers need to carefully weigh the long-term impact that funding or other regulatory agreements could have on a project.

Empowerment and Independence

Supportive housing is intended for people who, at a minimum, can live independently with some assistance. The role of the supportive housing staff is to provide the assistance and, whenever possible, to help the resident increase his or her level of independence. It is expected that some people will eventually be able to live independently without on-going support, others will need help from time to time, and still others will require help in perpetuity. In general, however, most tenants will benefit from services that are intended to further their independence.

Examples of program efforts specifically intended to foster independence and empower residents include the following:

- Appointing tenant representatives to the organization's Board of Directors
- Involving residents directly in the management structure of a project or building
- Providing employment opportunities and vocational services
- Promoting a tenancy that is heterogeneous and integrates individuals with disabilities or other special needs
- Encouraging tenant councils and advisory groups
- Involving residents in making and modifying house rules
- Providing tenants with property leases
- Allowing overnight guests

In fostering independence, providers need to respect the individual priorities, patterns and communities that take shape in residential settings. Residents should be able to make life-style choices, for instance, even though they may conflict with the provider's preferences. Alcohol, sex and gambling, for example, are issues that can be inherently challenging. Similarly, some residents will prefer to have limited (if any) interaction with the supportive services staff or with other tenants.

In the final analysis, tenants are in their homes and providers are there to support them. Independence is expressed in many ways, and providers need to be careful not to exert inappropriate or undue influence and pressure upon the residential settings that they sponsor. Developing meaningful structures that empower residents will help to ensure the long-term success of a project.

Strategies for Developing Support for Affordable Housing

- **Build Knowledge & Consensus About the Project Among Partners and Staff of Agencies Involved.** Opponents look for discrepancies in plans. Discussions should include the need for the proposed housing, the population to be served, the goals of the project, the philosophy of service provision, and policies and procedures regarding disruptive behaviors.
- **Substantiate Impacts of Affordable Housing in the Community.** Establish the facts about the housing needs in the community. Point to successful existing affordable housing whenever possible. If opponents raise issues about past failures associated with affordable housing, the agency should distinguish this project from those. Agencies with a good track record build the public's trust.
- **Market the Agency and the Project.** Using public relations techniques, agencies can educate, inform, and calm community fears. Investments in colorful educational materials can help a project combat concerns frequently cited by the opposition. The agency can and should promote its mission and show how the affordable housing is an asset to the community. General benefits include:
 - ✓ Affordable housing is a source of economic development. There are construction jobs and it generates local sales taxes and business for local merchants.
 - ✓ Affordable housing serves a wide range of people
 - ✓ Affordable housing is often indistinguishable from other homes in the community. In communities across the country, some projects are better kept than neighboring privately-owned housing.
- **Engage Local Leadership.** A supportive elected official can help give affordable housing issues priority on the community's agenda and push for more aggressive pro-affordable housing policies. Agencies should develop a plan for obtaining support from people who have an interest in the project as well as those who may have objections to the housing. This might include:
 - ✓ Elected officials
 - ✓ Representatives of the local business community
 - ✓ Neighborhood groups and homeowners associations
 - ✓ Community leaders and activists
 - ✓ Nonprofit organizations and institutions with a presence in the area
- **Recognize and Promote Allies.** Some agencies have taken the lead in developing programs which recognize individuals, businesses or organizations that have made a contribution to removing barriers to the achievement of the community's human services goals. Positive media exposure and awards events can help boost support for projects.

MANAGING OPPOSITION TO AFFORDABLE HOUSING

- **Have Your House In Order.** Ensure the proposal meets identified community needs, is financially sound and conforms to relevant legal requirements. Select a developer with an established track record in developing and managing attractive affordable housing.
- **Identify, Understand, and Address Issues of Concern Early in the Process.** Providers must gauge the intensity of objections to understand the reasons behind them and to develop a plan to respond to and manage the opposition. The stated issue of concern often masks an unstated, and less legitimate, issue. Without identifying the root of the concern, conflict resolution is unlikely.
- **Communicate with the Community Often, Seek Feedback, and be Prepared to Brainstorm Solutions to Objections.** Communicate frequently with the community and evaluate reactions to the project. This can be done by phone, newsletters, brochures, public service announcements, attending neighborhood meetings, holding press conferences, conducting surveys, or writing op-ed pieces. Common concerns include:
 - ✓ Fear of increased crime
 - ✓ Decreases in property values
 - ✓ High concentrations of low-income households
 - ✓ Poor design
- **Compile Information that Responds to Concerns.** Keep records on the impact of the project including local statistics on the community's housing needs. Monitor incorrect information and prepare to dispute it in community meetings and through other communication channels.
- **Build a Relationship of Trust.** Developers and agencies should consider the importance of telling the truth, making and keeping promises, explaining limitations and looking for opportunities to demonstrate goodwill in order to build trust with concerned community members.
- **Humanize the Object of Fear.** Probe and analyze the sources of fear. In order to choose the best tactic, it is important to understand if the fears are based on person experiences, second-hand stories, media images, or studies. Put faces and stories to the people who will be living in the housing.
- **Engage Opponents in "Buy In" Opportunities.** This might include input into design or the population served.

This information was taken from "Managing Local Opposition to Affordable Housing", a collaborative product funded under a grant from the U.S. Department of HUD.

Appendix L: Universal Design

Universal design is an approach to the development of "products and environments that can be used effectively by all people, to the greatest extent possible, without the need for adaptation or specialized design" (North Carolina State University, 1997). It is an inclusive process aimed at enabling all, whether or not they are a person with a disability, to experience the full benefits of a product and environment regardless of age, size, or ability.

Universal design elements strive to be unobtrusive, invisible, and reduce the need for design modifications later when abilities or circumstances change. This can be accomplished in many ways such as wider doors, barrier-free entrances, raised outlets, lowered light switches, and adjustable countertops just to name a few.

Statistics show that throughout a lifetime, most people will experience transitions and variations in physical abilities and, as a result, universal design may eventually affect and benefit all persons. According to an AARP housing survey, 83 percent of older Americans want to stay in their current homes for the rest of their lives. Many reasons were cited including comfort, convenience, security, and independence. For these and other reasons, there is a sizable and considerable market for universal design according to the most estimates. Universal design equalizes the ways people use products and services, but it does not claim to accommodate everyone in every circumstance. Rather, it continuously moves toward the goal of universal usability.

Universal design is not the same thing as compliance with accessibility regulations; however, the Americans with Disabilities Act (ADA), local regulations, and building codes do play a role in universal designing. In fact, anti-discrimination laws like the ADA embody the spirit and intent of universal design. Universal designing means taking a broader look and recognizing that the provisions of accessibility regulations are the minimum requirements for ensuring access and universal design addresses the needs of that segment plus everyone else. For example, consider an automated door. While neither the ADA nor most building codes require automated doors at building entrances, such a door is more usable and easier to navigate for everyone.

The Principles and Guidelines of Universal Design

In the mid-1990s, the Center for Universal Design in Raleigh, North Carolina, asked a working group of experts including architects, product designers, engineers, and environmental design researchers, to identify the underlying performance requirements of universal design. The resulting Principles of Universal Design (Connell, et al, 1997; North Carolina State University, 1997)

has since become the internationally referenced definition. The seven Principles that describe characteristics that make designs universally usable are:

1. Equitable Use - Useful and marketable to people with diverse abilities. The design should make it equally usable by everyone. Ideally, the way people use the space should be the same (e.g., providing one means of entry to a building that works well for everyone). If it cannot be identical, the means provided must be equivalent in terms of privacy, security, safety, and convenience and not employ means that isolate or stigmatize any group of users or privilege one group over another.
2. Flexibility in Use - Accommodates a wide range of individual preferences and abilities. The design should allow people to use its features in more than one prescribed way (e.g., providing a countertop that is useable from either a seated or a standing position). It should accommodate both right and left-handed use and be adaptable to the individual user's pace. The design should have the built-in flexibility to be usable even when it is used in an unconventional or unanticipated manner.
3. Simple and Intuitive Use - Easy to understand, regardless of the user's experience, knowledge, language skills, or current concentration level. The design should make it easy for everyone to understand the purpose of each design feature and how to use it (e.g., providing washroom faucets that make their method of operation readily apparent and relatively easy). Moreover, its means of use should be intuitively obvious so that it operates as anticipated and, therefore, can be used spontaneously.
4. Perceptible Information - Communicates necessary information to the user, regardless of ambient conditions or the user's sensory abilities. The design should provide all essential information in a variety of modes (e.g., written, symbolic, tactile, verbal) to ensure effective communication with all users regardless of their sensory abilities. The information provided must be presented with sufficient contrast to surrounding conditions so that it is distinguishable from its context and decipherable in all its various modes of presentation.
5. Tolerance for Error - Minimizes hazards and the adverse consequences of accidental or unintended actions. Ideally, the design should eliminate, isolate, or shield any features that could prove hazardous to or inconvenience any user. When potentially dangerous conditions are unavoidable, users should receive warnings as they approach the design feature (e.g., providing proximity warnings in a variety of sensory modes near the top of stairs). The design should also anticipate accidental or unintended actions by any user to minimize the inconvenience and/or protect the user from harm.

6. Low Physical Effort - Can be used efficiently and comfortably and with a minimum of fatigue. The design should employ features that require little or no physical force to use them (e.g., replacing a traditional doorknob with a lever handle that does not require the ability to grasp and turn the wrist). If a low level of force is required, any user should be able to engage the feature without assuming an awkward or hazardous body position (e.g., providing a smooth travel surface with minimal slope along the path of travel leading to the entrance).
7. Size and Space for Approach and Use - Appropriate size and space is provided for approach, reach, manipulation, and use regardless of user's body size, posture, or mobility. Features should provide an adequate amount of space that is appropriately arranged to enable anyone to use them (e.g., providing knee space under a washroom lavatory to enable use by someone in a seated position). In addition, the space needs to be arranged to provide a clear path of travel to and from important design features for all users.

The complete text can be read at

http://www.design.ncsu.edu/cud/univ_design/princ_overview.htm

Examples of Universal Design

Some may already be utilizing universal design features and concepts and not even realize it. Entrances with no steps and wider doorways are just two examples that quickly come to mind.

Constructing features like these from the start allow for a range of adaptation depending on individual and household needs. For example, all products and spaces should be usable within the comfortable reach of the intended users, including those who are seated and those who are standing. Clearances and spaces should be large enough to accommodate wheelchair and walking aide users. Grip sizes and clearances should be within the range abilities of people who have limited grip or have to use alternatives to the standard grips. Moreover, products and environments should be designed to reduce bending and stretching.

The universal design approach accommodates a wide variety of design and user requirements, but can and should remain simple. As noted above, some are built into new housing, while others integrate universal design features through remodeling and can provide an adaptable environment, to easily adjust to meet the need of any person. Interchangeable parts allow for substitution of features to accommodate different levels of ability or different ways to use a device or place.

And it is important to note that most universal design elements can be implemented at little or no more expense than conventional features and result in designs that allow a greater variety of people to successfully access and use the product directly (or with any assistive device); allow the product to be used in a greater variety of environments or situations; are flexible enough to address the needs of both novices and power users; and are easier for users in general to understand and use.

Kitchen

A kitchen may be the most important room in a home, but it is likely the one with the most barriers. The good news is that a kitchen makes an ideal room for applying universal design elements, which can help make it more user-friendly and will accommodate people with mobility limitations, hearing and vision loss, and low energy. Examples include,

- Lower shelves and work areas
- Pull-down, turning, and sliding shelving
- Pullout drawers, bins, and baskets for easier access
- A side-by-side refrigerator for persons with limited reach capabilities
- A stove with level burners eases transferring between burners
- A higher dishwasher reduces bending
- Lever faucet handles or single lever faucets are easier to operate
- Task lighting, such as under the cabinet lights over the kitchen counter
- Adjustable countertops or lower counters

Bathroom

A bathroom also can present many physical challenges. Again, it is a perfect room to apply universal design elements to accommodate people with a wide range of physical limitations. Examples include,

- A hand-held showerhead vertically mounted with an adjustable sliding bar
- Non-skid surface for bathtub and shower floor
- Grab bars at convenient locations in the shower, by the toilet, and by the tub to increase safety
- An electronic or elevated toilet seat for those who have limited strength and mobility or difficulty sitting or bending
- A walk-in shower or a portable transfer bench or bath lift to ease getting in and out and to eliminate bending
- A telephone that is reachable in the event of a fall
- A counter and sink with accessible knee space underneath.

Summary

The kitchen and bathroom are just two examples of how a home can be outfitted with universal design elements and features. As a result, all members of the household will benefit from a home that imposes fewer constraints on daily activities and allows living in preferred places for a lifetime, instead of facing the emotional and economic cost of moving or institutionalizing a family member.

Universal Design Related Web Sites

For additional and more detailed information, please visit the following web sites:

AARP Universal Design Home Modification

www.aarp.org/universalhome

Adaptive Environments Center

www.adaptenv.org

Center for Inclusive Design and Environmental Access, University at Buffalo, The State University of New York

www.ap.buffalo.edu/~idea

The Center for Universal Design, North Carolina State University

www.design.ncsu.edu/cud

Design for the Aging Network, Designing for the 21st Century

www.adaptenv.org/21century/

Kansas State University - Creating Accessible Homes Checklist

www.oznet.ksu.edu/library/HOUS2/MF2213.pdf

Trace Research and Development Center, University of Wisconsin-Madison

www.trace.wisc.edu

UD Homes

www.udhomes.com

FACTS

- Homelessness has remained consistently high during the past several years:

Year 2006	934 individuals	1,143 persons in families
Year 2005	800 individuals	1,149 persons in families
Year 2004	816 individuals	1,110 persons in families
Year 2003	769 individuals	1,175 persons in families
Year 2002	782 individuals	1,285 persons in families
- A survey conducted on January 25, 2006, of all known homeless county residents identified a population of 934 single individuals and 1,143 persons in 333 families, including 419 adults with 724 children. Average family size was 3.43. These numbers do not account for families and individuals who are at risk of becoming homeless, or who live in doubled- or tripled-up housing situations.
- The number of homeless single individuals increased by nearly 17% over 2005, from 800 to 934 persons. Within this group, the number of literally homeless persons living on the street, in shelters, or transitional housing increased from 564 to 667 (+18%), and individuals living in permanent supportive housing increased from 236 to 267 (+13%).
- Housing challenges for working singles and persons with disabilities are ever more daunting with rising rents and limited subsidies for single persons. In March 2006, the HUD fair market rent for an efficiency apartment increased by 3.6% to \$948 per month, and the one-bedroom fair market rent has risen 3.3% to \$1,080 per month.
- The fair market rent cost for two bedroom and larger units, which decreased slightly between 2004 and 2005, has risen again by an average of over 3%. In March 2006, the fair market rent for a two-bedroom unit is \$1,225, for a three-bedroom unit it has risen to \$1,580 per month, and for a four-bedroom unit it is \$2,068 per month.
- The waiting list for the family shelters averages 60 or more families (up to 90 at one point), but these shelters can only accommodate about 35 families at one time. It can take three to four months to get into a family shelter. The new Katherine K. Hanley family shelter will help to address this need.
- There is mixed news in the County's Housing Choice Voucher Program. In recent months, there has been some turnover in vouchers, enabling households on the waiting lists to again be served. No new vouchers have been awarded to Fairfax County for several years, limiting the ability of the County to assist people on waiting lists, including homeless families in shelters and transitional housing who are ready to move to permanent stable housing. In addition, the FY 2007 HUD budget again proposes a block grant approach to the Housing Choice Voucher program, which the housing industry views as a way to make the program an easier target for reductions in the future since the budget would no longer be tied to specific numbers of families being assisted, but to the bottom line – the total cost of the program.

Components of the Ten-Year Strategy to End Chronic Homelessness

Permanent Affordable Housing

- Serve as a catalyst for the preservation and development of affordable housing for our homeless and precariously housed neighbors.

Prevention and Intervention

- Identify, support, and develop bold, innovative initiatives to prevent and end homelessness.

Support Services

- Promote and develop appropriate support services to maintain people in affordable housing.
- Eliminate barriers associated with the delivery of support services for homeless persons.

Policy and Planning

- Increase availability of expertise and improve coordination within the community to address homelessness.
- Identify and develop sufficient, sustainable resources to prevent and end homelessness.

Communication

- Implement a communication strategy that educates public awareness, facilitates interagency collaboration and advocates for solutions to homelessness.

The goals and actions steps listed in the chart below represent a step toward a more focused strategy to end chronic homelessness. That strategy will evolve as the new community planning structure takes shape and specific task forces and ad hoc committees complete their work.

(3) Coordination

The strategy to end chronic homelessness is being developed and articulated by the Council on Homeless, the Community Planning Collaborative on Homelessness, and the larger community. There is no separate jurisdictional strategy to end chronic homelessness in Fairfax-Falls Church.

(4) Chronic Homelessness Goals Chart

Goal	Action Steps	Responsible Person/Organization	Target Dates
Goal 1: Increase housing opportunities available to chronic homeless through SROs, safe havens, and alternative	a. Implement SRO Task Force Report - specific recommendation listed below b. Establish zoning category for SRO c. Finalize community-based partner(s) for developing SRO/affordable efficiency housing	a. CPCH Program Development, Resource Development, and Education/Advocacy Committees b. Fairfax County Department of Planning and Zoning c. Nonprofit development group from the SRO Task Force	a. Final report issued & implementation planning begun in June 2005 b. March 2006 c. August 2005

Goal	Action Steps	Responsible Person/Organization	Target Dates
<p>housing options</p> <p>a. Develop SRO projects serving at least 50 people by December 2006</p> <p>b. Develop rental assistance option.</p>	<p>d. Identify locations and acquire land or development rights for SRO projects to serve at least 50 people</p> <p>e. Obtain commitment of \$5 million from the County's Housing Flexibility Fund and/or Housing Trust Fund to be used for SRO projects</p> <p>f. Require at least 25% of SRO units to be set aside for chronically homeless persons</p> <p>g. Identify support service partners for another safe haven program to be under development in FY 2006</p> <p>h. Increase by 6 the number of faith communities partnering with nonprofits to use facilities to serve chronically homeless persons in winter hypothermia and other programs</p> <p>i. Move 4 (of 7) people from Mondloch I shelter into Shelter Plus Care beds</p> <p>j. Obtain commitment of \$1 million from the County's Housing Flexibility Fund to house 100 chronically homeless persons</p>	<p>d.Fairfax County Redevelopment and Housing Authority, Faith Communities, Ventures in Community, Nonprofit development group</p> <p>e.Council on Homelessness with Board of Supervisors</p> <p>f. Council on Homelessness</p> <p>g.New Hope Housing, Inc., with CPCH Program and Resource Development Committees</p> <p>h.Council on Homelessness, working with Faith Communities in Action</p> <p>i. New Hope Housing, Inc., with Fairfax-Falls Church CSB and Pathway Homes, Inc.</p> <p>j. Council on Homelessness</p>	<p>d. January 2006 for land and rights; Have under development in FY 2006</p> <p>e. September 2005</p> <p>f. March 2006</p> <p>g. January 2006</p> <p>h. December 2005</p> <p>i. June 2006</p> <p>j. Commitment by September 2005; program operating by March 2006</p>
Goal 2: Develop and/or enhance initiatives to prevent and reduce chronic homelessness.	<p>a. Document the source and extent of homelessness that may be attributable to discharge planning protocols and/or lack of housing resources by counting the number of chronically homeless entering the system who are:</p> <ul style="list-style-type: none"> • Discharged from State hospitals • Coming from jails with no place to stay, and • Coming from detox programs with no place to stay <p>b. Review discharge planning protocols to identify what is working, where there may be gaps or lack of resources, and special issues around private hospitals, and develop recommended changes</p> <p>c. Ensure that chronically homeless individuals are served in the medically fragile homeless persons pilot project implementation</p> <p>d. Secure funding to identify housing resources for homeless individuals diverted from incarceration through SAMHSA and other grant and local funding</p>	<p>a. CPCH Community Planning Committee with Fairfax-Falls Church CSB Mental Health and Alcohol and Drug Services, and Fairfax OAR</p> <p>b.CPCH Community Planning Committee with County human service agencies, CoC community providers, and private hospitals</p> <p>c. Medically Fragile Homeless Implementation Committee</p> <p>d. CPCH Program and Resource Development Committees; Jail Diversion Work Group (Fairfax-Falls Church CSB, Police Dept., and Sheriff's</p>	<p>a. January 2006</p> <p>b. Fall 2005</p> <p>c. October 2005</p> <p>d. Awaiting grant award decision; other funding identified by December 2005</p>

Goal	Action Steps	Responsible Person/Organization	Target Dates
		office)	
Goal 3a: Maintain and develop appropriate supportive services that connect and maintain people in affordable housing. Goal 3b: Reduce barriers associated with the delivery of mainstream and supportive services to chronically homeless persons.	a. Develop an Intensive Community Treatment (ICT) team to provide mobile access to mainstream resources and reach currently unserved areas of the County. b. Advocate for Virginia to adopt a policy granting automatic Medicaid eligibility for SSI recipients c. Continue development of non-traditional ways to get chronically homeless people financial benefits and other entitlements and access to mainstream services d. Acquire transportation for chronically homeless persons to receive services e. Increase capability to provide on-line application access at additional sites that are accessible to chronically homeless persons	a. Fairfax-Falls Church CSB b. Council on Homelessness with Board of Supervisors c. A workgroup chaired, by CSB staff, with Outreach workers, drop-in centers, and emergency shelter staff, will explore options, assess feasibility, and report to the Council on Homelessness d. CPCH Resource Development Committee in partnership with Fairfax County and a nonprofit organization to be identified e. Council on Homelessness with Dept. of Family Services, drop-in centers, and winter hypothermia sites	a. FY 2006 b. Develop strategy by October 2005 c. Workgroup formed by September 2005, with initial report to the Council by March 2006 d. January 2006 e. January 2006

b. Other Homelessness Goals Chart

The different dynamics of homelessness for single individuals and families must be considered in any strategy to end chronic homelessness in the Fairfax-Falls Church community. Persons in families consistently account for approximately three-fifths of the total number of homeless identified. The non-profit and public agencies that serve homeless singles and those that serve homeless families have worked together collaboratively to try to balance the different needs of these populations through the community planning process since HUD articulated the Continuum of Care process in the mid-1990's. Since 2003, the Fairfax-Falls Church CPCH has faced the issue of long-term renewal requirements for existing programs that would exceed the initial pro-rata need allocation. The community continued with one-year renewals for all programs in order to maintain the continuum and not risk losing capacity. Non-profit agencies with programs that serve homeless families were also included in the process for identifying requirements for a HMIS, participated in the vendor selection process, and are represented on the HMIS Project Implementation Team.

For further information on the CPCH application to HUD contact William Macmillan at 703-324-4657.

AFFORDABLE EFFICIENCY APARTMENTS

Zoning Ordinance Information May 9, 2003

EXISTING DEVELOPMENT - ZONING ORDINANCE PROVISIONS

To date, this type of housing has been classified as a hotel, motel use in the Fairfax County Zoning Ordinance.

In the Zoning Ordinance, a Hotel, Motel is defined as:

HOTEL, MOTEL: A building or portion thereof or a group of buildings which provide sleeping accommodations in six (6) or more separate units or rooms for transients on a daily, weekly or similar short-term basis, whether such establishment is designated as a hotel, inn, automobile court, motel, motor inn, motor lodge, tourist cabin, tourist court, tourist home or otherwise. A hotel or motel shall be deemed to include any establishment which provides residential living accommodations for transients on a short-term basis, such as an apartment hotel. A hotel or motel may contain one or more eating establishments as a subordinate use, provided that such establishment is located within the principal hotel/motel structure, and meeting rooms and/or conference facilities.

Note: Transient basis allows a stay up to 30 days

Zoning Regulations Governing Hotels, Motels

Where Permitted:

By Right: C-7 Commercial Regional Retail Commercial District
C-8 Highway Commercial District
C-9 Super Regional Retail District

Uses permitted by right must comply with the requirements of the Zoning District in which located. These requirements, which vary from district to district, include lot size (area and width), building height, minimum yards or setbacks, floor area ratio and open space.

In addition, the use must comply with site plan, parking, sign and landscaping and screening requirement. If the property has been rezoned since 1974, there may also be proffered conditions that are applicable to the property.

By Development Plan: PDC Planned Development Commercial District
PRC Planned Residential Community District
PRM Planned Residential Mixed Use District

Uses in planned developments must be shown on an approved development plan. In addition, the use is subject to proffered conditions and the development conditions associated with the development plan. These conditions may be more restrictive than the district regulations. The proffered conditions, development plan, and development plan conditions may include building height and gross floor area, parking, sign and landscaping and screening limitations, among others.

C-4 High Intensity Office District
C-6 Community Retail Commercial District
1-2 Industrial Research District
1-3 Light Intensity Industrial District
1-4 Medium Intensity Industrial District
1-5 General Industrial District

Uses permitted by special e are subject to the conditions and plat associated with the special exception approval. The special exception conditions may be more restrictive than the district regulations. Special Exceptions require approval by the Board of Supervisors following public hearings before the Planning Commission and the Board of Supervisors.

Additional Standards for Hotel, Motel Special Exception

When located in an I district, such a use shall be an integral design element of a site plan for an industrial building or building complex containing not less than 100,000 square feet of gross floor area.

IN RESIDENTIAL DISTRICTS - ZONING ORDINANCE PROVISIONS

The Hotel, Motel use offers a mechanism that allows affordable efficiency developments in the commercial and industrial districts. To date this is the approach that has been implemented in Fairfax County. Alternatively, an affordable efficiency development could be located in those residential districts allowing multiple family dwellings.

Multiple Family Development Districts:	R-8 Residential District 8 Dwelling Units/Acre
	R-12 Residential District 12 Dwelling Units /Acre
	R-16 Residential District 16 Dwelling Units /Acre
	R-20 Residential District 20 Dwelling Units /Acre
	R-30 Residential District 30 Dwelling Units /Acre

Multiple family developments must comply with the requirements of the Zoning District in which located. These requirements, which vary from district to district, include lot size (area and width), building height, minimum yards or setbacks, floor area ratio and open space. In addition, the use must comply with site plan, parking, sign and landscaping and screening requirements. If the property has been rezoned since 1974, there may also be proffered conditions that are applicable to the property.

Planned Development Districts:	PDH Planned Development Housing District
	PDC Planned Development Commercial
	PRC Planned Residential District
	PRM Planned Residential Mixed Use

Uses in planned developments must be shown on an approved development plan. In addition, the use is subject to proffered conditions and the development conditions associated with the development plan. These conditions may be more restrictive than the district regulations. The proffered conditions, development plan, and development plan conditions may include building height and gross floor area, parking, sign and landscaping and screening limitations among others.

Potentially, the following types of housing may be considered for use as affordable efficiencies.

However, these uses are not permitted by right and, as such, would require approval of a special Permit. A Special Permit requires approval by the Board of Zoning Appeals following public hearing.

Special Permit

Rooming House (Group 7)

Permitted by Special Permit in: R-E, R-1, R-2, R-3 and R-4 Residential Districts and C-1, C-2, C-3 and C-4 Commercial Districts

Rooming Houses are a type of use approved as a Group 7 Older Structures (also includes antique shops, art galleries and restaurants) Special Permit. All Older Structures must comply with general standards including:

No permit shall exceed five years with the potential for renewal for three one year periods. At the end of eight years, the original permit may be renewed.

Such special permits shall be in areas where desirability and acceptability for continued residential use judged to be less than in surrounding residential areas.

Such uses may be permitted only in residential structures existing prior to 1949. Alterations must retain the residential appearance.

Such uses must comply with district regulations.

No off-street parking shall be located in a side or rear yard that abuts an R- District

Standard Specific to Rooming Houses

Rooming houses shall be located on lots which have direct access to a major thoroughfare or a service drive parallel to same, or shall be located on lots within a Community Business Center (CBC) as delineated on the adopted comprehensive plan.

Group Housekeeping Units (Group 3)

Permitted by Special Permit in: All Residential Districts

Group Housekeeping Units are an institutional use and are subject to general standards but no specific standards

Must comply with the lot size and bulk regulations of the district in which located

Subject to site plan approval

DEFINITIONS

DWELLING: A building or portion thereof, but not a MOBILE HOME, designed or used for residential occupancy. The term 'dwelling' shall not be construed to mean a motel, rooming house, hospital, or other accommodation used for more or less transient occupancy.

DWELLING UNIT: One (1) or more rooms in a residential building or residential portion of a building which are arranged, designed, used, or intended for use as a complete, independent

living facility which includes permanent provisions for living, sleeping, eating, cooking and sanitation. Occupancy shall be in accordance with the provisions of Sect. 2-502.

DWELLING, MULTIPLE FAMILY: A residential building containing three (3) or more separate dwelling units located on a single lot or parcel of ground. A multiple family dwelling, commonly known as an apartment house, generally has a common outside entrance(s) for all the dwelling units, and the units are generally designed to occupy a single floor one above another. For the purpose of this Ordinance, a multiple family dwelling shall not be construed to mean a **SINGLE FAMILY ATTACHED DWELLING** as defined herein.

GENERAL REGULATIONS

Limitations on the Number of Dwelling Units on a Lot (Sect. 2-50 1)

There shall be not more than one (1) dwelling unit on any one (1) lot, nor shall a dwelling unit be located on the same lot with any other principal building. This provision shall not be deemed, however, to preclude multiple family dwelling units as permitted by the provisions of this Ordinance; an accessory use or accessory service use as may be permitted by the provisions of Article 10; an accessory dwelling unit as may be approved by the BZA in accordance with the provisions of Part 9 of Article 8; single family attached dwellings in a rental development; or a condominium development as provided for in Sect. 409 above; or antennas and/or related unmanned equipment structures for a mobile and land based telecommunications facility mounted on a utility distribution pole, utility transmission pole or light/camera standard in accordance with the provisions of Sect. 514 below.

In addition, in all districts, the Board or BZA, in conjunction with the approval of a special exception or special permit use, may allow dwelling units for a proprietor, owner and/or employee and his/her family whose business or employment is directly related to the special exception or special permit use. Such dwelling units may either be located within the same structure as the special exception or special permit use or in separate detached structures on the same lot. If located in separate detached structures, such dwelling units shall meet the applicable bulk regulations for a principal structure set forth in the specific district in which located, and any locational requirements set forth as additional standards for a special exception or special permit use shall not be applicable to detached structures occupied by dwelling units.

Limitation on the Occupancy of a Dwelling Unit (Sect. 2-502 in Relevant Part)

A dwelling unit, except an accessory dwelling unit which shall be subject to the provisions of Part 9 of Article 8, may be occupied by not more than one (1) of the following:

1. One (1) family, which may consist of one (1) person or two (2) or more persons related by blood or marriage with any number of natural children, foster children, step children or adopted children and with not to exceed two (2) roomers or boarders as permitted by Article 10.
2. Two (2) single parents or guardians with not more than a total of six (6) of their dependent children, including natural children, foster children, step children or adopted children, functioning as a single housekeeping unit.

3. A group of not more than four (4) persons not necessarily related by blood or marriage functioning as a single housekeeping unit.
4. A group residential facility.
5. Any group housekeeping unit which may consist of not more than ten (10) persons as may be approved by the BZA in accordance with the provisions of Part 3 of Article 8.

EXHIBIT P: SRO SUPPORT NETWORK for Advocacy, Education and/or Technical Assistance

March 2006

NAME	AGENCY	ADDRESS	CITY	ST	ZIP	PHONE	EMAIL
Ahmed, Yusuf	CMHS	701 West Broad St, #305	Falls Church	VA	22046	703-533-3302	
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The individuals listed here represent support and/or interest for the SRO housing concept and do not necessarily represent endorsement of specific projects.

EXHIBIT P: SRO SUPPORT NETWORK for Advocacy, Education and/or Technical Assistance

March 2006

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Moseke, Al	Bailey's Crossroads Shelter	3525 Moncure Avenue	Falls Church	VA	22044	703-820-7621	
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The individuals listed here represent support and/or interest for the SRO housing concept and do not necessarily represent endorsement of specific projects.

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March 2006

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Rosenthal, Phil	Community Action Advisory Bd	12011 Govt Ctr Pkwy Ste 500	Fairfax	VA	22035		
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FOR IMMEDIATE RELEASE:
April 27, 2005

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Fairfax County Provides Dedicated Source of Funding for Affordable Housing

In response to soaring home values and a diminishing supply of affordable housing, the Fairfax County Board of Supervisors approved a new dedicated source of funding for affordable housing at its meeting on April 25, 2005. Beginning on July 1, 2005, one penny of each dollar of the real estate tax rate will be set aside for the preservation and production of affordable housing. The tax is expected to generate approximately \$18 million in its first year.

“This marks a new day for all those who have been trying to preserve our limited supply of affordable housing,” stated Conrad Egan, chairman of the Fairfax County Redevelopment and Housing Authority. “With these resources now available, we look forward to working with our nonprofit partners in this important effort.”

Fairfax County continues to be one of the most expensive housing markets in the nation. In 2004, the median sales price of single family homes sold was \$500,000* which was a 17.7% increase from the prior year. For townhomes, the median sales price was \$339,000 and for condominiums the median sales price was \$237,000. The average monthly rent was \$1,157. While the real estate market is showing signs of moderation, prices continue to rise.

“This funding comes at a critical time for our county. We are seeing an alarming increase in condo conversions occurring. These resources will quickly be put to use to stem this loss,” said Paula C. Sampson, director of the Fairfax County Department of Housing and Community Development.

Fairfax County has had a housing trust fund since 1988; however, the fund did not have a dedicated source of funding. Revenue came primarily from developer proffers and contributions by the Board of Supervisors. The housing trust has been successful in preserving and producing more than 1,000 units of affordable housing for seniors, families and persons with disabilities, leveraging \$7 in public and private investment for every \$1 of housing trust fund money.

The concept of the “one penny for housing” was generated through a grass roots effort that began with establishment of a citizen task force in September 2003 to develop an action plan for preserving 1,000 units of affordable housing by the end of 2007. The task force developed a plan that included twelve recommendations, with the “one penny for housing” as its top recommendation. The idea quickly gained support in the community, and this support was echoed by many speakers who appeared before the Board of Supervisors during the annual budget public hearings.

Workshops are being planned to assist nonprofit and for-profit developers who wish to access this funding for projects in Fairfax County. Recognizing the importance of being able to move quickly in closing real estate deals, Paula Sampson stated that “Our goal is to make this process as streamlined and flexible as possible to enable our partners to successfully compete in Fairfax County’s fast-paced housing market.”

SRO housing on the drawing board for Fairfax County

By Lise Hausrath Simmons
05/18/2005

One small step Fairfax County plans to take to tackle the affordable housing crisis for its lowest income single residents is the creation of single-room occupancy housing, or SROs.

The county's Community Council on Homelessness, which recommended the recent set-aside of one penny from the real estate tax for affordable housing preservation as part of the fiscal 2006 county budget, urged the development of an SRO model.

SROs, which are efficiency apartments with between 250 and 400 square feet of living space, with bathroom and kitchen facilities, could be useful for people who otherwise would be homeless or living in one of the county's few shelters.

They also could be beneficial for entry-level or service industry employees, the council said. They are targeted at single adults who have very low income and/or special needs.

An SRO Task Force was created two years ago to push this idea to fruition, according to Michelle Krockner, director of housing and community development for Reston Interfaith, a social services agency that helps low-income county residents.

At a meeting April 11, the task force recommended to the Board of Supervisors' Housing Committee that the county fund the creation of SROs.

Some of the \$18 million recently authorized for affordable housing preservation could go toward that effort, said Paula Sampson, director of the county Department of Housing and Community Development (DHCD).

Speaking for the task force, Krockner urged county supervisors to direct the Department of Planning and Zoning to come up with an amendment to the county zoning ordinance that would make it easier to develop SROs.

According to Lee Rau, who sits on the Housing Committee and is the Hunter Mill District representative to the county Redevelopment and Housing Authority (RHA), and Hunter Mill Supervisor Catherine Hudgins (D), the county's zoning process makes it difficult to get anything done quickly in the affordable housing area.

Hudgins said the county should adopt a policy statement on amendments that should be made to the county Comprehensive Plan in support of affordable housing.

One of the SRO Task Force recommendations was to streamline the development process to reduce obstacles and expedite the county's plan review and permitting processes.

Krockner also said the county should inventory all publicly owned land in order to identify where SROs might be built.

Sampson, in fact, said the county has an inventory of key properties that are now in private hands and "could possibly be threatened."

This "opportunity list" is of current affordable housing that is "ripe for redevelopment" or is "going to be sold," Board of Supervisors Chairman Gerry Connolly (D) said at the meeting last month.

Jim Zook, director of planning and zoning for the county, said the SRO effort would be separate from the county's affordable dwelling unit program.

The county also needs to identify a "dedicated source of funding" to provide revenue each year to a housing trust fund for the development of SRO projects, Krocker said.

So far, the so-called Laurel Hill property, 2,340 acres of county-owned land near the former Lorton Correctional Facility, has been targeted for possible SRO development.

The planned Commons at Laurel Hill development will be an affordable housing complex, Krocker told the Housing Committee April 11.

Al Smuzynski, president and chief executive officer of Wesley Housing Development Corp., a nonprofit developer, told the committee that Montgomery County in Maryland recently bought a 97-unit Econolodge and turned it into an SRO facility.

The average rent there is \$173 per month, and the operating costs are partially subsidized by Montgomery County and the federal Department of Housing and Urban Development, he said.

The project cost about \$157,000 per unit to purchase and retrofit, he said.

"They really are a proven success story," Sue Capers, who handles public policy issues for the Virginia Coalition for the Homeless, told the Housing Committee about SROs. Conrad Egan, chairman of the RHA, agreed. "If it can be done, it should be done," he said.

Krocker said low-income housing tax credits could be available to help fund these projects, along with some money from the state.

But Connolly pointed out that Virginia "has never" been the kind of partner to Fairfax County that the state of Maryland has been to Montgomery County.

The county's DHCD should help to lead the effort to promote SRO development, Krocker said. It would do this by "actively developing public/private partnerships, identifying public land and financial resources for potential SRO projects and providing technical assistance," the SRO Task Force said in a report.

Because the "not-in-my-backyard," or NIMBY, mind-set can be a problem, the task force urged community organizations and faith-based groups to get behind the SRO initiative.

Krocker stressed that any SRO housing that the county builds must be near public transportation, another potential stumbling block.

Sampson said the SRO Task Force is actively looking for properties that could be turned into SROs and that they're just about "ready to go."

Losing Affordable Housing

Area's economic growth causes higher housing costs and less available affordable units.

By Mirza Kurspahic March 3, 2005

Rising home values in Fairfax County are making the jobs of affordable-housing advocates hard. Those who fight for the rights of low-income residents to live in Fairfax County are finding it increasingly more difficult to fight land developers in the booming real estate market in Northern Virginia.

Preservation of affordable housing is threatened, said Michelle Krocker, the director of housing at Reston Interfaith, because large national and regional developers are buying the affordable units, upgrading them and selling them at market value. Krocker cites the purchase of Carter Lake property in Reston as an example of an affordable housing community being bought by a for-profit developer and now sold at market rate prices.

In the early 1990s Reston Interfaith engaged in a program where it bought townhouses with its own money, and with some money from Fairfax County, federal money granted to the county through the Housing Choice Voucher Program - formerly known as Section 8. The townhouses bought by Reston Interfaith would then be preserved as affordable housing and would be inhabited by persons with disabilities and low incomes. The skyrocketing prices, however, have impacted Reston Interfaith's program. '[The prices] have limited our ability to purchase and preserve [affordable] units,' said Krocker. Neighborhoods where Reston Interfaith bought units in 2000 almost doubled in price by 2003. 'It has really impacted our ability to buy,' she said. Krocker said the interest rates are historically low and that is driving the rental market to be 'softer.' Because of the low interest rates, those looking for housing are more likely to buy than to rent. 'It certainly impacts first-time home buyers' ability to buy,' said Krocker.

Another issue driving up the prices of housing is the rapid job growth in the area. The private sector is meeting the demand for market housing, she said, but affordable housing is not able to keep up. The upward economy is driving the price of land up, making it impossible for nonprofit developers to compete with for-profit developers, who are often able to offer more money for the land than the previous owner asks for.

A SUCCESS STORY in preserving affordable housing is the Island Walk Cooperative in Reston. Not only was Island Walk able to retain 102 units of affordable housing, but also it was able to finance a complete renovation of the property to better its residents' lives. Island Walk was able to retain its status as an affordable housing community by joining in a sales agreement with a nonprofit developer, Community Preservation Development Corporation (CPDC). The agreement gives Island Walk an option to buy the property in 15 years. "it took a financial partnership with someone willing to invest for tax credit purposes," said Les Duvall, Island Walk's property manager.

There are two ways to look at the problem of the lack of affordable housing in the area, said Krocker. One is to look at preserving the existing units of affordable housing, and the other is to look at building new units of affordable housing. Since preservation is becoming unbearable, advocates of affordable housing are turning to ways of securing the building of new affordable units. The current Fairfax County Affordable Dwelling Units (ADU) ordinance requires that when 50 or more units of housing are built, there be affordable units built. However, the ordinance, said Krocker, does not apply to buildings with more than four floors or to buildings with elevators in them. As the density of Reston and its surrounding areas grows, the number of residential high rises will grow, too. 'There are hundreds of units going up at Reston Town Center,' said Krocker, 'and none are affordable.'

Another way to get around the ADU ordinance is for the developers to proffer funds to go into county's Housing Trust Fund. The money from the fund could then be used to build the affordable units, but two problems exist with the fund. One is there is not enough money in the fund to build the units and the other is that the available land to build on is being lost. 'It is nice to have money in the fund,' said Krocker, 'but you can't replace the creation of the units at the site.'

Supervisor Catherine Hudgins (D-Hunter Mill) said the affordable housing situation is getting worse. She said Fairfax County has to figure out how much affordable housing can be created, in terms of both home ownership and renting. A crisis, she said, pushes one to work harder and the lack of affordable housing is nearing a crisis.

The issue, she said, does not make economic sense to Reston and Fairfax County. 'It doesn't serve us well,' she said, 'when people live further away they spend their money away.' She added that diversity in housing equals diversity in people, which is beneficial to the whole population.

As Reston builds higher, said Hudgins, it would be good to incorporate the building of affordable units into the new buildings, especially around the transit station and proposed Metrorail stop at Wiehle Avenue. And Reston will build higher. Reston is sure to be one of the main centers to attract the new population to the Hunter Mill District, as new jobs come to the area. The 2004 population of Hunter Mill was 127,426 and it is estimated to grow in 2010 to 141,406 and by 2025 to 145,972, according to statistics from Fairfax County Department of Systems Management for Human Services.

Solutions for the Lack of affordable housing are not easy to come by. The Fairfax County Board of Supervisors has appointed a Preservation Action Committee whose mission is to come up with recommendations on how to do a better job of preserving affordable housing in the county.

WHILE THE WORK on recommendations continues, Krocker receives phone calls from people who are in danger of being evicted because they can no longer afford to pay the rent. The problem then becomes one of a rising number of homeless people in the area, while the homeless shelters are filled to capacity. Reston Interfaith's "Strategies for Addressing Homelessness Locally" states high cost of living and lack of affordable housing in the region as the most important external factors contributing to homelessness. The document also states that in January of 2004 there were 2,000 homeless persons in Fairfax County, while the five county-owned homeless shelters have 261 beds available, 60 of which are in Reston's Embury Rucker Shelter.

Mike Corrigan, the president of the Reston Citizens Association (RCA) Board of Directors, said there is a great deal of danger that Reston will lose more affordable housing. The RCA has decided to become active in the preservation of affordable housing and will look to partner up with Reston Interfaith to determine how to get involved. One of the ways to advocate for the issue is to discuss with Fairfax County the possibility of rezoning the commercial space to mixed use, adding a provision that affordable housing units be included. Another possibility is advocating that the county's affordable housing guidelines include multi-story, elevator buildings.

Krocker said it is important to recognize, and eliminate, the stereotype associated with those who are in need of affordable housing. Some tend to think of those in need as poor and unemployed, which is not necessarily true. "The people we are talking about are important populations in our community," she said. Among other populations Krocker mentioned college students who have lived in the area their entire lives, elderly on fixed incomes, teachers, firefighters, grocery store employees and day-care providers who will be forced to move out of the area because they would not be able to afford to live here. It is important, she said, to get rid of the "Not In My Back Yard" notion. The notion some residents may have is that affordable housing is at a lower grade and that it will devalue their own properties if it is near them.

"People have to understand whom affordable housing serves," she added. The poor and the unemployed are a small segment of the population in need of it.

According to the U.S. Census Bureau, 2003 American Community Survey, 26.6 percent of the county's households have an income of less than \$50,000. Fairfax County says a household needs to have an income of \$48,000 to rent a two-bedroom apartment in the county, which means that around a quarter of the county's households cannot afford to rent a two-bedroom apartment in it. The \$48,000 necessary is calculated on the basis that the average monthly rent of a two-bedroom apartment in Fairfax County is \$1,197, and if one were to pay no more than 30 percent of one's income towards housing, in this case renting a two-bedroom apartment, that income would have to be \$48,000. Households that receive assistance through the Housing Choice Voucher Program are those with incomes at or below 30 percent of the median income, thus the 30 percent figure in the formula. The median household income in Fairfax County, according to the U.S. Census Bureau, 2003 American Community Survey, is \$80,753. Thirty percent of the median income is \$24,226. The gap between the \$48,000 needed to rent a two-bedroom apartment and those who are served by the Housing Choice Voucher Program is \$23,774. According to the 2003 American Community Survey, 8.9 percent of households in Fairfax County have an income of less than \$25,000.

In order to address the problems and issues presented by the affordable housing situation, a group of community activists was formed in August of 2004. Members of community based organizations, affordable housing developers, human service providers, faith communities, financial institutions, and others formed the Northern Virginia Affordable Housing Alliance, with a mission to advocate for the preservation and production of all types of affordable housing. The Alliance will hold a meeting Thursday, March 10, from 9 a.m. to noon, entitled "Empowering the Advocate: Affordable Housing and You," at St. Mary of Sorrows Church, 5222 Sideburn Road, Fairfax. On the agenda, among other things, are discussions on the problems regarding affordable housing in Northern Virginia.

Park Place building to be renovated for the homeless

By KRISTINA HERRNDOBLER, The Virginian-Pilot

© May 25, 2005

Last updated: 12:12 AM

NORFOLK — The City Council on Tuesday unanimously approved building an efficiency apartment complex for the homeless on the edge of Park Place, despite hearing numerous objections from neighbors.

About 10 opponents of the complex, many of them Park Place residents, addressed the council. But after more than an hour of public comment, which included several people speaking in favor of the project, the council OK'd the renovation of a vacant warehouse to house 60 homeless single adults.

"Otherwise," Mayor Paul D. Fraim said, "they will be on your streets, in your neighborhoods and in your backyards."

Critics of the complex, which will be at Gosnold Avenue and 25th Street, said it could set back the already struggling area and put local children in danger.

"I fear for my children to be coming through that area and God forbid being raped behind the railroad tracks," resident Wayne Jones told the council. "God forbid that happens, but if my children or anyone's children are hurt, the blood is on your hands."

Virginia Supportive Housing, a Richmond nonprofit agency that has two similar buildings in Richmond, will build the project. The agency changed an earlier proposal so violent criminals and sex offenders will not be candidates for housing, unless there are "extenuating or exceptional circumstances," such as a person convicted of robbery 30 years earlier followed by no other crimes.

An earlier proposal would have allowed such criminals to be candidates, provided they had clean records five years after their convictions.

"As a formerly homeless individual," William Groom told the council, "I speak for myself in offering my support as a first baby step in Mayor Fraim's pledge to end homelessness in Norfolk in the next 10 years. For a significant part of the homeless population, it really sets that standard for the future."

The complex will be South Hampton Roads' first permanent housing for the homeless with around-the-clock property managers, security cameras, house rules and on-site support services from counselors and social workers.

"If you are going to end homelessness, you have to provide a home," said Byron Tobin, vice chairman of the Board of Directors of the Planning Council. "This is an opportunity to offer the homeless a home and possibly a new life."

Virginia Supportive Housing has secured \$3.9 million in federal grants to cover rental subsidies for 10 years. It is working to raise \$5 million more through grants, foundations and tax credits to buy and renovate the vacant warehouse.

Norfolk, Virginia Beach and Portsmouth have committed nearly \$1 million of their federal money earmarked to fight homelessness. In exchange, Norfolk will have 42 apartments to fill, Virginia Beach will have 12, and Portsmouth will have six.

Committees will be appointed to screen and select residents, who will pay 30 percent of their monthly income in rent, with a minimum payment of \$50.

The goal for the complex is to open by the end of 2006.

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For more information please visit
www.fairfaxcounty.gov/dsm/raps/projects/sro.htm

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